



CLIMATE CHANGE RESILIENT DEVELOPMENT

YEAR ONE WORK PLAN REVISED DRAFT

April 13, 2012

This report was produced for review by the United States Agency for International Development (USAID). It was prepared by International Resources Group (IRG).

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YEAR ONE WORK PLAN REVISED DRAFT

IQC Contract No. AID-EPP-I-00-04-00024

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April 13, 2012

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government

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ACRONYMS AND SPECIAL TERMS

ADB	Asian Development Bank
AREFS	Asia Region Environmental Field Support Project
ATP	Asesorías Técnicas y Profesionales
CCAFS	Climate Change, Agriculture and Food Security
CCRD	Climate Change Resilient Development (short title for Task Order)
CEQ	Council on Environmental Quality
CG	Coordinating Group
CGIAR	Consultative Group on International Agricultural Research
CLIN	Contract Line Item Number
COP	Chief of Party
COP-17	UNFCCC 17 th Conference of Parties, Durban, South Africa
CoP	Community of Practice
COR	Contracting Officer's Representative
CRC	Coastal Resources Center (University of Rhode Island)
CSP	Climate Services Partnership
DCOP	Deputy Chief of Party
DfID	Department for International Development
EGAT	Bureau for Economic Growth, Agriculture and Trade
EGU	European Geosciences Union
ELI	Environmental Law Institute
E.O.	Executive Order
ESP	Office of Environment and Science Policy
GCC	Global Climate Change
GUC	Grant Under Contract
ICCS	International Conference on Climate Services
ICF	ICF Incorporated, LLC
ICIMOD	International Centre for Integrated Mountain Development
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
ICT	Information and communications technology

IER	Institut d'Economie Rurale
IQC	Indefinite Quantities Contract
IRG	International Resources Group
IRI	International Research Institute for Climate and Society
IWRM	Integrated water resources management
KM	Knowledge Management
LOE	Level of Effort
M&E	Monitoring and evaluation
NAP	National Adaptation Plan
NAPA	National Adaptation Programme of Action
NGO	Non-governmental organization
NOAA	National Oceanic and Atmospheric Administration
NSF	National Science Foundation
PLACE	Prosperity, Livelihoods and Conserving Ecosystems IQC
OMB	Office of Management and Budget
PMP	Performance Management Plan
POC	Point of Contact
PVO	Private Volunteer Organizations
RFAs	Requests for applications
RFTOP	Request for Task Order Proposals
SOW	scope of work
SIWW	Singapore International Water Week
TMI	The Mountain Institute
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development
USG	U.S. Government
UT	University of Texas at Austin
V&A	Vulnerability and adaptation
WASH	Water, sanitation and hygiene
WMO	World Meteorological Organization

PROJECT TEAM AND CONTACT INFORMATION

Project Team

International Resources Group (Prime Contractor) – Washington, DC

Private Sector Partners:

ICF Incorporated, LLC – Fairfax, VA

Stratus Consulting – Boulder, Colorado

The Manoff Group – Washington, DC

Universities, Research Institutes, and NGOs:

Environmental Law Institute – Washington, DC

Coastal Resources Center (University of Rhode Island) – Kingston, RI

Michigan State University – East Lansing, MI

International Research Institute for Climate and Society (Columbia University) – Palisades, NY

The Mountain Institute – Washington, DC

University of Hawaii Sea Grant College Program – Manoa, HI

University of Texas at Austin – Austin, TX

Contact Information

USAID CCRD Contracting Officer's Technical Representatives (CORs):

Co-COR – Ken Baum: kbaum@usaid.gov

Co-COR – John Furlow: jfurlow@usaid.gov

CCRD Management Team:

Chief of Party – Glen Anderson, International Resources Group: ganderson@irgltd.com

Deputy Chief of Party – Peter Schultz, ICF Incorporated, LLC: pschultz@icfi.com

Operations Manager – Deborah Tepley: dtepley@irgltd.com

Project Administrator – Joyce-Lynn Njinga: jnjinga@irgltd.com

CCRD Office: IRG, 1211 Connecticut Avenue, NW, Suite 700 Washington, DC 20036

INTRODUCTION

On August 5, 2011, the United States Agency for International Development (USAID) awarded International Resources Group (IRG) a Task Order under the Integrated Water and Coastal Resources Management Indefinite Quantities Contract (Water II IQC), titled “Increasing the Global Climate Change Team’s Technical Support Capacity to Global Climate Change, Adaptation, and Development Issues: The Nexus between Water Resources and Climate Change” (IQC Contract No. AID-EPP-I-00-04-00024). By agreement with the Contracting Officer’s Representative (COR), the Task Order will be referred to as Climate Change Resilient Development or simply, CCRD. As specified in the CCRD contract, IRG was directed to prepare and submit a draft Work Plan for Year One within 60 days of award. The draft Work Plan was submitted to the COR and reviewed by the COR and Global Climate Change (GCC) Team. This revised version of the Year One Work Plan incorporates comments from USAID and responds to discussions between CCRD and USAID on strategic planning. In particular, this version differs from the draft version as follows:

1. A new section has been added to provide a strategic vision for CCRD.
2. The CCRD project strategic goal has been revised to give greater emphasis to USAID and US Government (USG) support and coordination.
3. Three CCRD objectives have been elaborated – all proposed activities are aligned with these objectives.
4. Proposed activities and tasks have been revised: a) tasks related to monitoring and evaluation guidance and training and research on indicators have been deleted; b) the vulnerability and adaptation (V&A) tools and toolkit activity has been modified to focus more on tools for USAID; and c) new tasks have been added.

STRATEGIC VISION FOR CCRD

USAID programs seek to help developing countries achieve their national economic and sector goals through a range of proactive programs featuring investments in infrastructure and technology, capacity building and institutional strengthening, and policy reform. The design of all USAID programs and projects follows a logical process, even if slightly different words are used to describe the steps. First, there must be a clear articulation of the program’s objectives. These objectives provide the benchmark against which activities are assessed in the design process and monitored and evaluated during implementation. Second, it is important to understand existing constraints or barriers that can attenuate the potential benefits of the program; an understanding of them will help USAID design measures to address or minimize their potential negative impact on program or project success. Third, programs and projects are designed, taking into account the information from the first two steps, followed by implementation, monitoring, and evaluation. Long-term programs and projects can be managed adaptively with program elements adjusted on the basis of evaluation.

The centerpiece of CCRD is new guidance on mainstreaming climate change concerns into the design and implementation of development programs and projects. This approach represents the logical convergence and merging of climate adaptation planning with development program and project problem diagnosis and design. In 2007, USAID’s GCC Office released guidance on the assessment of climate vulnerability and the identification, evaluation, selection, implementation, and evaluation of adaptations (referred to as the V&A approach) at the project level. As USAID and its partners tested the V&A approach, it became apparent that: (1) problem diagnosis was limited to a narrow focus on a vulnerability assessment of climate “stressors” and (2) adaptation design to reduce climate vulnerability had two fundamental limitations. First, by emphasizing the screening and assessment of climate vulnerability, the V&A approach ignored the role that non-climate stressors can play in determining the potential success of adaptation programs and projects. Second, the V&A approach did not adequately account for financial, technical, organizational, and capacity constraints. At both

the sector and project levels, adaptation programming competes with other development investments affecting capacity building, policy reforms, and technology adoption.

Thus, the new guidance for successfully mainstreaming climate change seeks to encourage USAID Bureaus and Missions to assess climate stressors jointly with other development constraints and barriers during program design activities. Consequently, mainstreaming guidance will propose several incremental changes to the design process for development programs and projects, including but not limited to:

1. Identifying climate stressors that can be expected to occur in the timeframe of the strategy, plan, program or project
2. Assessing vulnerability of climate stressors to people, their livelihoods, natural resources, and infrastructure
3. Considering a broad range of program or project activities that will address non-climate and/or climate stressors
4. Recognizing that it will be difficult to attribute program or project performance to individual adaptations or development measures once they are bundled and implemented in an integrated way

By incorporating incremental changes in program design, USAID will be better able to achieve improved development outcomes by increasing project and program outcomes and resilience to climate change impacts. CCRD is positioned to support USAID Bureaus and Missions to make these changes through the provision of general and sector-level mainstreaming guidance, the development of a variety of tools and knowledge to facilitate use of the new guidance, and technical assistance and capacity building as appropriate. Second, in support of the GCC Office, CCRD will coordinate with other USG (e.g., Department of State, National Oceanic and Atmospheric Administration or NOAA) agencies to promote innovations in mainstreaming of climate adaptation. Third, in collaboration with the GCC Office, CCRD will identify and respond to emerging climate change issues and provide knowledge management assistance for design, planning, and implementation of climate resilient development programming. Exhibit 1 on the next page describes the strategic framework for CCRD and links long-term strategic objectives of the GCC Office to CCRD's project goals, objectives, and activities.

The CCRD strategic vision also provides the benchmark for evaluating new program areas and tasks for inclusion in the Work Plan. New initiatives will be judged on their potential to contribute to the CCRD strategic goal and objectives. In addition, small grant applications will be required to contribute to CCRD objectives.

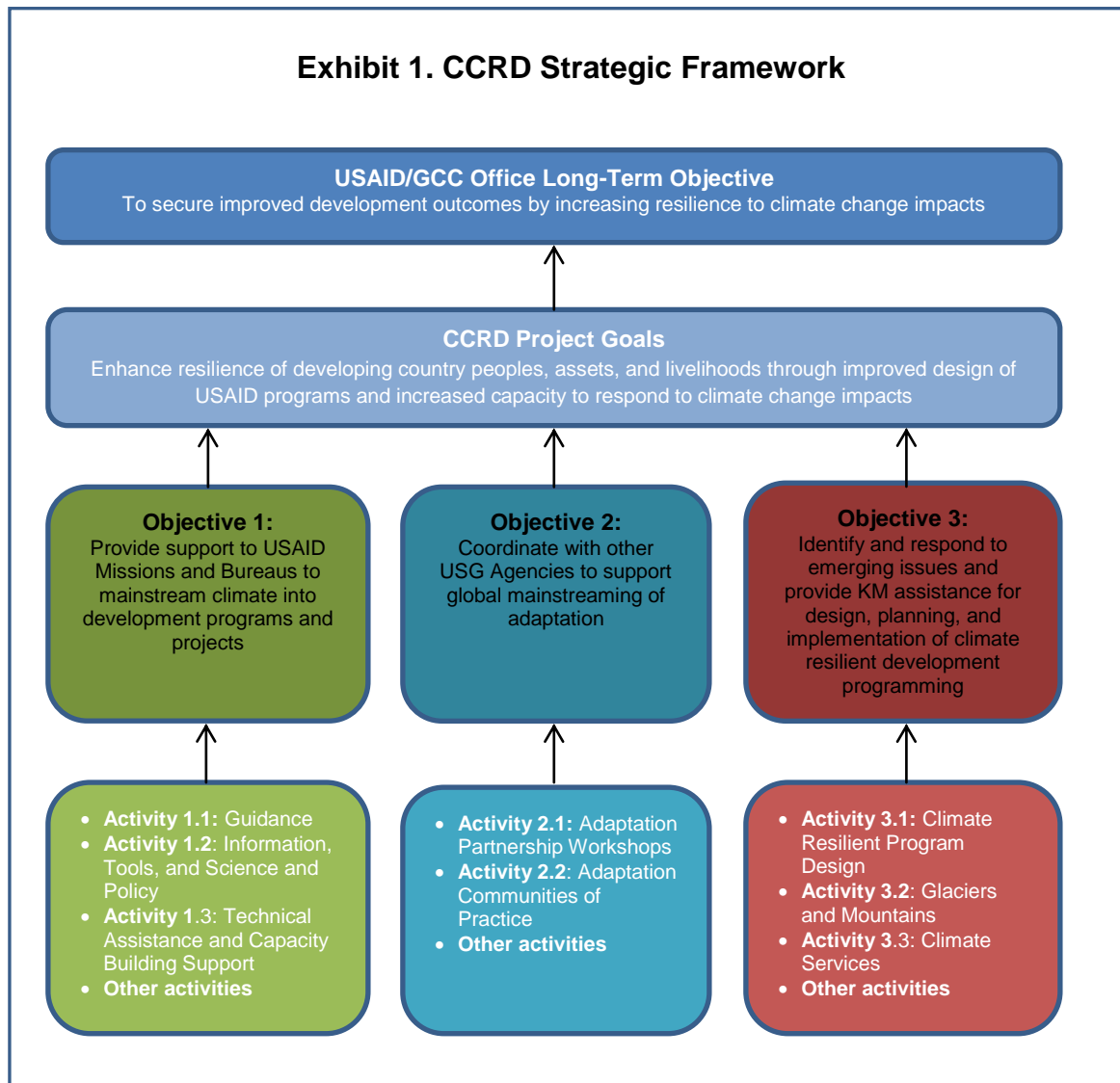
WORK PLAN APPROACH

The remainder of the revised Year One Work Plan is organized into four sections. The next section describes the tasks required for project management. The next three sections describe activities and tasks designed to address the objectives enumerated in Exhibit 1. A timeline for Year One and a level of effort (LOE) chart are provided in Annexes 1 and 2. A revised Year One Budget will be provided as a separate document.

To facilitate financial tracking of CCRD expenditures, project management and activities are assigned Contract Line Item Numbers (CLINs) and account for expenditures by source of funding (e.g., core funding and buy-ins). IRG has set up 10-digit accounting codes. The first four digits (5010) refer to the Task Order number IRG has assigned for its internal accounting purposes. The next three digits refer to the source of funding. For example, "001" is used to designate core funding and "002" is used to designate the first buy-in from the US Department of State to support the Adaptation Partnership. Subsequent buy-ins will be assigned numbers of 003, 004, 005, etc. The last three digits of the accounting code are used to designate CLINs, starting with "000" for CLIN 1. Thus, 5010.001.000 designates CLIN 1 activities funded from core funding.

Work Plan activities are organized according to six activities corresponding to CLINs approved by the COR:

- Project Management, Planning, and Evaluation – CLIN 1 (5010.001.000)
- Activity 1.1: – Guidance – CLIN 2 (5010.001.001)
- Activity 1.2: Information, Tools, and Science and Technology- CLIN 3 (5010.001.002)
- Activity 1.3: Technical Assistance and Capacity Building Support- CLIN 6 (5010.001.005)
- Activities 2.1 and 2.2: Adaptation Partnership – CLIN 7 and CLIN 5 (5010.002.004 and 5010.001.004)
- Activities 3.1, 3.2 and 3.3 – Emerging Issues – CLIN 5 and 7 (5010.001.004 and 5010.002.004)



PROJECT MANAGEMENT, PLANNING, AND EVALUATION

This activity covers all project management, planning, and evaluation tasks related to implementation of the Task Order. Start-up and mobilization activities were organized to inform the Year One Work Plan and Life-of-Project Performance Management Plan (PMP). It also includes tasks related to strategic planning, internal and external communications, knowledge management, and implementation monitoring, evaluation, and reporting.

In addition to the project management tasks described in this section, CCRD implementation activities are proposed for three objectives, eight activities, and 24 tasks. To ensure effective oversight, review, and coordination of activities and tasks, CCRD has divided responsibility for oversight between the Chief of Party and Deputy Chief of Party and designated coordinators for each implementation activity and for several of the project management tasks. In addition, USAID has identified points of contact (POCs) for each activity. Exhibit 2 on the next two pages summarizes CCRD organizational structure and the assignment of responsibilities.

TASK PM-I: DEVELOP YEAR ONE WORK PLAN

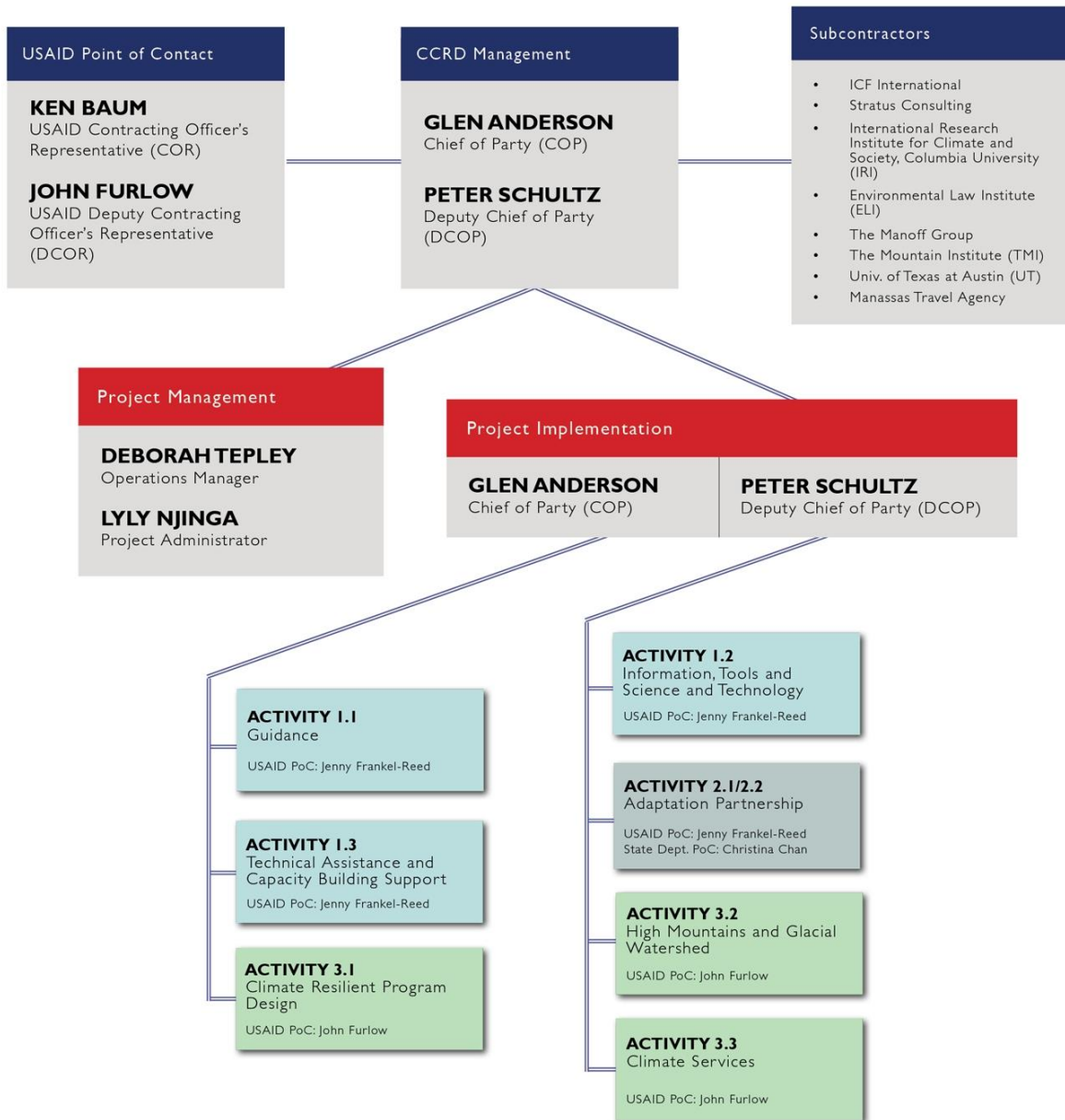
As part of IRG's Task Order Proposal, a Work Plan was proposed for three activities, supported by a budget of \$1.5 million. Following award, the Task Order COR informed IRG that all of the tasks featured in our proposal were approved for inclusion in the Year One Work Plan. However, funding levels for Year One would allow selected expansion of Year One activities.

To advance the preparation of the Year One Work Plan, a three-day event with USAID, Task Order partners, and two additional members of IRG's Water II IQC consortium was organized. Day One provided all partners with an opportunity to present their qualifications to USAID and the project management team. This discussion included USAID's vision for the Task Order, the Work Planning process, and related project management topics (subcontracting, communications, and reporting). Day Two focused on an exchange of proposed ideas for as emerging issues.

Day Three participants included the internal IRG-ICF work planning and USAID GCC staff to begin the process of a fuller discussion of emerging issues and their possible inclusion into the Year One Work Plan. As required in the Task Order award, the revised draft Work Plan was submitted to the COR within 60 days of award (October 5). The initial Year One Work Plan was finalized within 90 days of award.

As discussed with USAID, additional activities may be added to the Year One Work Plan as appropriate to capitalize on new opportunities and respond to requests from Missions and Bureaus (Rolling Work Plan). As each new activity is added to the Task Order, scopes of work will be prepared and reviewed by USAID, and then the revised activity scopes of work (SOWs) will be integrated into the Year One Work Plan. Year One Rolling Work Plan updates will be shared with the COR as part of the quarterly reporting process (Task PM-5).

Exhibit 2. Organizational Chart



PROJECT MANAGEMENT

GLEN ANDERSON

WORK PLAN	G. ANDERSON / K. BAUM
PMP	G. ANDERSON / K. BAUM
STRATEGIC PLANNING	G. ANDERSON / J. FURLOW
REPORTING	D. TEPLY / K. BAUM
COMMUNICATIONS, OUTREACH, AND COMMUNITIES OF PRACTICE (CoPs)	K. CURTIS / J. FRANKEL-REED
POC FOR SUBCONTRACTORS/CONSULTANTS	D. TEPLY / K. BAUM
SMALL GRANTS	D. TEPLY / K. BAUM

PROJECT IMPLEMENTATION

GLEN ANDERSON / PETER SCHULTZ

ACTIVITY 1.1: GUIDANCE	G. ANDERSON / J. FRANKEL-REED
1.1: GUIDANCE, BRIEFS, AND ANNEXES	Y. KIM / J. FRANKEL-REED
REVISE V&A MANUAL	Y. KIM / J. FRANKEL-REED
WATER ANNEX	B. RAUCHER / J. FRANKEL-REED
COASTAL AND MARINE ANNEX	Y. KIM / J. FRANKEL-REED
DIFFERENTIATED VULNERABILITIES ANNEX	D. TEPLY / J. FRANKEL-REED
GOVERNANCE ANNEX	J. TROELL / J. FRANKEL-REED
INFRASTRUCTURE FACT SHEETS AND SYNTHESIS PAPER	J. POTTER / K. BAUM
DEVELOP LESSONS LEARNED ON MAINSTREAMING CLIMATE ADAPTATION	M. SAVONIS / J. FRANKEL-REED
INFRASTRUCTURE LESSONS LEARNED PILOT	M. SAVONIS / K. BAUM
1.1: CASE STUDIES	GLEN ANDERSON
CASE STUDIES TO DEMONSTRATE THE MAINSTREAMING GUIDANCE	GLEN ANDERSON
WASH CASE STUDY	JESSICA TROELL

ACTIVITY 1.2: INFORMATION, TOOLS AND SCI AND TECH	PETER SCHULTZ
UNDERSTAND USAID BUREAU AND MISSION NEEDS FOR CC ADAPTATION TOOLS	PETER SCHULTZ
UNDP ALM WEBSITE	KATHERINE CURTIS

ACTIVITY 1.3: TECHNICAL ASSISTANCE AND CAPACITY BUILDING SUPPORT	GLEN ANDERSON
PROVIDE CAPACITY BUILDING SUPPORT ON MAINSTREAMING V&A	PETER SCHULTZ

ACTIVITY 2.1/2.2: ADAPTATION PARTNERSHIP	PETER SCHULTZ
2.1: ADAPTATION PARTNERSHIP	ROSAMUND MISCHÉ JOHN
CONDUCT ADAPTATION PARTNERSHIP WORKSHOPS	ROSAMUND MISCHÉ JOHN
NEPAL	ALTON BYERS
NEW YORK	CATHY VAUGHAN
SOUTH AFRICA	ROSAMUND MISCHÉ JOHN
COSTA RICA	DEBORAH TEPLY / NORA FERM
OTHER WORKSHOPS	ROSAMUND MISCHÉ JOHN
2.2: ADAPTATION PARTNERSHIP CoP	ROSAMUND MISCHÉ JOHN
FACILITATE ADAPTATION PARTNERSHIP CoP	JIM TARRENT
DEVELOP AP MATERIALS	DEBORAH TEPLY

ACTIVITY 3.1: CLIMATE RESILIENT PROGRAM DESIGN	GLEN ANDERSON
SUPPORT PREPARATION OF NATIONAL ADAPTATION PLANS (NAPS)	YOON KIM

ACTIVITY 3.2: HIGH MOUNTAINS AND GLACIAL WATERSHEDS	PETER SCHULTZ
3.2: HIGH MOUNTAINS AND GLACIAL WATERSHEDS	ALTON BYERS
DESIGN A HIGH MOUNTAIN AND GLACIER WATERSHED PROGRAM	ALTON BYERS
DEVELOP THE GLOBAL HIGH MOUNTAIN - GLACIAL LAKE PARTNERSHIP CoP	CoP SECRETARIAT - TMI/UT
ESTABLISH THE CLIMBER-SCIENTIST SMALL GRANTS COMPETITION	TMI/UT
IMPLEMENT CoP PILOT PROJECTS AND RESEARCH	TMI/UT
NEPAL RECONNAISSANCE	TMI/UT
PERU RISK PERCEPTION ASSESSMENT	TMI/UT
CoP WORKSHOP PLANNING	TMI/UT
PREPARATION OF MAINSTREAMING PAPER	MEGHAN HARTMAN

ACTIVITY 3.3: CLIMATE SERVICES	PETER SCHULTZ
3.3: CLIMATE SERVICES	FERNANDA ZERMOGLIO
DESIGN AN ADAPTATION AND CLIMATE SERVICES PROGRAM	STEVE ZEBIAK
COORDINATE ACTIVITIES OF THE CLIMATE SERVICES PARTNERSHIP	STEVE ZEBIAK
COMPILE AND DISSEMINATE CURRENT CLIMATE SERVICES KNOWLEDGE	IRI STAFF
CONDUCT CASE STUDIES AND ASSESSMENTS OF CLIMATE SERVICES	IRI STAFF
ECONOMIC VALUATION OF CLIMATE SERVICES	GLEN ANDERSON
CLIMATE INFORMATION GUIDE BOOK	IRI STAFF
PILOT NATIONAL-LEVEL CLIMATE SERVICES ANALYSIS	STEVE ZEBIAK

Task PM-1 Summary	
Staff:	Glen Anderson (Chief of Party – COP), IRG, and Peter Schultz (Deputy Chief of Party – DCOP), ICF
Schedule:	August-November 2011; updates on as-needed basis
Milestones:	Mobilization Workshop convened; draft Year One Work Plan prepared; final Year One Work Plan submitted; updates prepared (ongoing)
Deliverables:	<ul style="list-style-type: none"> • PowerPoint presentations on qualifications of CCRD partners • Draft Year One Work Plan • Final Year One Work Plan • Year One Work Plan Updates

TASK PM-2: DEVELOP AND IMPLEMENT PERFORMANCE MANAGEMENT PLAN

The Performance Management Plan is an important tool for assessing and reporting progress in achieving the goals of the Task Order, and was developed in parallel with the Year One Work Plan to ensure that implementation milestones and targets are articulated and incorporated into the PMP. The PMP includes a results framework to link tasks and deliverables to Task Order objectives. Task Order progress will be assessed in terms of progress in meeting targets for a set of quantitative indicators enumerated in the PMP. Surveys and other evaluation tools will be proposed to complement the set of indicators and deepen the analysis of performance and facilitate adaptive management of the Task Order. The elaboration of indicators will address issues of data collection, quality assurance, and assessment; provide indicator definitions and describe the proposed level of disaggregation; and specify annual targets.

The PMP will be submitted with the draft Year One Work Plan and revised on a rolling basis to reflect changes in the draft Year One Work Plan and the addition of new activities during the first year. As new activities are added to the Work Plan, we will determine if indicators and/or targets need to be updated. Any proposed changes to the PMP will be discussed with the COR before the PMP is updated and these updates will be submitted with the quarterly report. In addition, as specified in the Task Order Contract, we will provide PMP reports on a quarterly and annual basis, aligned with USAID's fiscal year and agency-wide reporting schedule.

Task PM-2 Summary	
Task Lead:	Glen Anderson
Schedule:	Completion by October 4, 2011; updates on as-needed basis; reporting on a quarterly basis (aligned to fiscal year)
Milestones:	Final PMP submitted; updates prepared (ongoing); PMP reports prepared (quarterly)
Deliverables:	<ul style="list-style-type: none"> • Final PMP • PMP Updates • Quarterly and Annual PMP reports

TASK PM-3: STRATEGIC & IMPLEMENTATION PLANNING

In the mobilization workshop, convened August 29-30, the COR and GCC Office staff encouraged IRG and partners to explore emerging issues as possible new opportunities for implementation activities that add significant value to the Task Order. The activities in the current Work Plan represent an integrated program on adaptation and continue a process of mainstreaming adaptation into development and sector plans. However, USAID has indicated it would welcome a discussion on strategic options for deepening the analysis and support of climate concerns in key development areas. In addition, there may be gaps in adaptation assessment and planning that could be targets of opportunity. For example, the project might focus resources

on climate vulnerability hotspots such as islands, coastal areas, or mountains, or capacity building in adaptation finance and project preparation. USAID has also indicated that it would welcome input on CCRD's overarching strategic approach to help ensure that the individual activities it supports integrate coherently so that their cumulative value exceeds the sum of the parts.

To build on the emerging issues discussion during the mobilization workshop, a one-day strategic planning meeting was convened with the COR and GCC Office to discuss, prioritize, and design new initiatives. This meeting involved the COP, DCOP, and selected representatives from IRG and its partner organizations. In advance of the meeting, CCRD would prepare one-page emerging issue papers as initial discussion platforms.

The CCRD management team also met with USAID in October to discuss a more comprehensive strategic framework to guide CCRD's choice of issue activities. The outcomes of this meeting and continuing discussions during weekly meetings with the COR and GCC Office were two-fold: (1) a revised strategic framework has been added to the revised Work Plan; together with 2) an agreement to develop concept papers for new CCRD program areas (see Activities 3.2 and 3.3).

Task PM-3 Summary	
Task Lead:	Glen Anderson, Peter Schultz
Schedule:	Strategic planning meeting in October 2011
Milestones:	Meeting organized and convened
Deliverables:	<ul style="list-style-type: none"> One-page implementation concepts

TASK PM-4: CONDUCT ADVISORY COMMITTEE MEETINGS

Key personnel and senior advisors will meet on a quarterly basis and as needed to provide input to help guide the project's future directions, address implementation issues, and/or respond to new requests from USAID. Two of these meetings each year will be face-to-face and two will involve teleconferencing. The participants in these meetings will include:

- Key Personnel: Glen Anderson, COP; Peter Schultz, DCOP; and Bob Raucher, Senior Water and Climate Specialist
- Advisor Committee: Yoon Kim, IRG; Anne Choate, ICF; Joel Smith, Stratus Consulting; Steve Zebiak, International Research Institute for Climate and Society (IRI); and Jessica Troell, Environmental Law Institute (ELI)

IRG will inform the COR and GCC Office staff of the proposed topics to be discussed during each meeting and invite USAID to participate if there is interest.

Task PM-4 Summary	
Task Lead:	Glen Anderson, Peter Schultz
Schedule:	Quarterly and as needed
Milestones:	Meetings convened and summaries prepared
Deliverables:	<ul style="list-style-type: none"> Summaries of advisory committee meetings

TASK PM-5: REPORTING

IRG will prepare quarterly and annual reports to summarize implementation progress and project expenditures incurred during the reporting period. Per agreement with the COR, these reports will be aligned with USAID's fiscal year rather than the project year. Thus, the first quarterly report will be due in January

2012 rather than November 2011 and the Annual Report will be submitted in October 2012. All reports will be submitted electronically to the COR by the tenth business day following the end of the reporting period. Quarterly progress reports will summarize progress towards accomplishment of the benchmarks, expected outcomes, and objectives of the Statement of Work.

The quarterly reports will: (1) give an update of progress made towards fulfillment of the project's results; (2) identify implementation issues, obstacles encountered, and possible delays, if any, in fulfillment of activities included in the Work Plan and/or achievement of targets set forth in the PMP; (3) set forth proposed changes, if any, to the Work Plan; and (4) contain a forecast of activities for the quarterly period immediately following the period being reported.

Quarterly financial reports will contain a breakdown of project expenditures by CLIN. PMP reports and Grants Under Contract (GUC) Program reports will be appended to Quarterly Reports. The Annual Report will be prepared in lieu of a 4th Quarter Progress Report, but will address the four points described in the paragraph above.

Task PM-5 Summary	
Task Lead:	Glen Anderson, Peter Schultz, Deborah Tepley
Schedule:	Ongoing on a quarterly basis, aligned to USAID's fiscal year
Milestones:	Quarterly and annual reports prepared and submitted
Deliverables:	<ul style="list-style-type: none"> Quarterly Progress Reports Quarterly Financial Reports Annual Report

TASK PM-6: DEVELOP & DISSEMINATE CCRD KNOWLEDGE MANAGEMENT (KM) PRODUCTS

Knowledge sharing and effective communication between CCRD and the USAID GCC Office is integral to the success of the project. Equally important is effective and efficient knowledge sharing and communication between the wider USAID community, other USG partners, development practitioners, policymakers, and community stakeholders to support climate change adaptation and secure better development results. This task will involve three sub-tasks focused on website design and operation, preparation of a communications, outreach, and knowledge management strategy, and dissemination of knowledge management products.

Website design and operations – CCRD will create a website and design a webpage to support KM products for CCRD and Asia Bureau's PLACE IQC Task Order, Asia Region Environmental Field Support (AREFS). This web page will provide one of three options for disseminating adaptation knowledge (see Tasks 1.2.4 and 2.2.1 for the other web page options). The web page design and content will be coordinated with the GCC Office, the Asia Bureau, and the two projects. In addition, CCRD will assume responsibility for the operations of the Adaptation Partnership website (www.adaptationpartnership.org). As part of this responsibility, the Adaptation Partnership website will be redesigned and its functionality enhanced to support on-line activities for communities of practice created as a result of Adaptation Partnership workshops.

Communications, Outreach, and Knowledge Management Strategy – CCRD will prepare a strategy to guide the dissemination of KM products. The strategy will target multiple internal and external audiences and demonstrate connectivity across all of the project's tasks and between this project and the broader international adaptation community of researchers and practitioners. The overarching objectives of the Strategy are:

- Provide mechanisms for the contractor team members to effectively and efficiently communicate and share information with one another
- Provide mechanisms to communicate and manage the flow and dissemination of information between the contractor team and the GCC Office
- Present the project in a consistent and unified manner to promote awareness of the project, and the work of the GCC Office
- Disseminate project products and results to internal USAID and external project stakeholders, and beneficiaries, and manage and facilitate the use of products (toolkits, guidance, etc.)
- Use knowledge management to enhance and implement training and capacity building
- Develop methods and processes for capturing and responding to stakeholder feedback, changing needs, and new innovations
- Leverage and support knowledge sharing activities and communities of practice related to the Adaptation Partnership Workshop

Dissemination of KM products – led by the CCRD Coordinator for Communications, Outreach, and Knowledge Management, Katherine Curtis, the CCRD will prepare and disseminate KM products from CCRD and coordinate the posting of AREFS KM products on the website. In addition, CCRD will prepare or revise and post legacy and new KM products as instructed by the CCRD COR and Deputy COR.

Task PM-6 Summary	
Task Lead:	<ul style="list-style-type: none"> • Jim Tarrant, IRG: Website design and operations • Katherine Curtis, IRG: Communications, outreach, and KM strategy and product dissemination
Schedule:	December 2011 - July 2012
Milestones:	CCRD web page designed and operational; Adaptation Partnership website redesigned and upgraded in functionality; Communications, Outreach and KM Strategy drafted and revised
Deliverables:	<ul style="list-style-type: none"> • Web page design for CCRD/AREFS website • New web page design for the Adaptation Partnership website • Draft Communications, Outreach and KM Strategy • Final Communications, Outreach and KM Strategy • KM products

TASK PM-7: IMPLEMENT GRANTS UNDER CONTRACT PROGRAM

Section F.8 “Grants under Contract” of the Task Order Contract provides IRG with authority to implement a grants under contract program. For this purpose, USAID has authorized a maximum of \$4 million for the first two years and \$2 million for each option year. Section F.8 also specifies conditions that the GUC program must meet:

- (1) The total value of an individual grant to a US organization must not exceed \$100,000. (This limitation does not apply to grant awards to non-US organizations.)
- (2) It is not feasible to accomplish USAID objectives through normal USAID contract and grant awards because either
 - (a) Executing a number of small grant activities is particularly difficult for the responsible USAID Mission or office, or

- (b) The grant program is incidental and relatively small in comparison to the other technical assistance activities of the contractor.
- (3) USAID must be significantly involved in establishing the selection criteria and must approve the recipients. USAID may be less significantly involved when grants are quite small and are incidental to the contractor's technical activities.
- (4) USAID must ensure that the requirements that apply to USAID-executed grants will also apply to grants that a USAID contractor executes.
- (5) USAID must retain within the contract the ability to terminate the grant activities unilaterally in extraordinary circumstances.

IRG will prepare the GUC Manual to guide GUC solicitations, review, selection, award, supervision, monitoring, and reporting. The GUC Manual will be adapted from previous GUC Manuals developed by IRG and will be designed to comply with the Federal Acquisition Regulations. The process for awarding grants will involve review of proposals by a technical review panel chaired by the COP and include the DCOP and one USAID headquarters or Mission staff person as designated by the COR for each grants solicitation. The COR will be provided with a decision memorandum and is required to provide consent and clearance for small grants that will be provided to local non-governmental organizations (NGOs), private volunteer organizations (PVOs), and other organizations.

Once the GUC Manual is approved, IRG will implement the GUC Program. Requests for applications (RFAs) will be prepared in consultation with the COR as needed to involve grant recipients in the implementation of CCRD. Ms. Deborah Tepley will serve as Small Grants Manager and will coordinate the preparation and solicitation of RFAs, compile small grant applications, and organize the review of proposals by the technical review panel. A selection meeting will be convened to discuss applications and recommend award. A decision memo and all supporting material will be submitted to the COR for his approval.

Upon COR consent and clearance, IRG will negotiate grant agreements with recipients, supervise and monitor grants, and review recipients' final report and all deliverables specified in the grant agreement. As part of the quarterly and annual reports, IRG will provide a summary of GUC activities during the reporting period.

Task PM-7 Summary	
Task Lead:	Deborah Tepley (Grants Manager)
Schedule:	Draft submitted 90 days after award; Final GUC Manual approved 120 days after award; Rolling – solicitations organized on an as-needed basis
Milestones:	Draft GUC Manual submitted to USAID in December 2011; Final GUC Manual approved by USAID; RFAs issued; Selection Meetings convened; Small Grants awarded, implemented, and completed
Deliverables:	<ul style="list-style-type: none"> • Draft GUC Manual • Final GUC Manual • RFA solicitations • Decision Memos • Small Grant deliverables and reports • Inputs to CCRD quarterly and annual reports

OBJECTIVE 1: SUPPORT FOR USAID MISSIONS AND BUREAUS

In support of Objective 1, CCRD will develop guidance on mainstreaming and will identify, develop, and/or tailor tools to enable USAID Missions and Bureaus to more effectively plan, design, and implement climate resilient development programs and access project tools. In addition, CCRD will respond to requests from USAID Bureaus and Missions to provide technical assistance related to assessment of climate impacts and vulnerability, support prioritization activities, and help build staff and partner organizational and technical capacity in all facets of climate resilient program and project planning, design, and implementation. Tasks to support Objective 1 are organized under three activities.

ACTIVITY 1.1 GUIDANCE

The USAID GCC Office has pioneered climate adaptation guidance featuring the vulnerability and adaptation approach. Guidance manuals were prepared in 2007 (general V&A guidance focused on project-level adaptation) and 2009 (V&A guidance tailored to coastal climate concerns). This activity will center on the development of new guidance focused on mainstreaming of climate concerns into development and sector planning. In addition to the general guidance, CCRD will prepare a number of supporting documents, including guidance briefs, annexes, case studies, and other reference material. The guidance and supporting materials will be provided in both electronic and hard copy. The hard copy will be provided in a loose-leaf binder to facilitate adding annexes, case studies, and other supplementary material to the guidance binder.

TASK 1.1.1: REVISE VULNERABILITY AND ADAPTATION MANUAL

This task will focus on assistance to USAID in finalizing the earlier V&A Guidance Manual to reflect a comprehensive range of mainstreaming approaches. The manual will be organized to follow the basic sequence of the V&A approach featured in the earlier guidance manual. Each step will be re-oriented to mainstreamed approaches and feature more practical tips on tailoring steps to the specific needs of adaptation planning in the context of economic development, sector, and geographically-based planning. The manual will also provide guidance on integrated assessment of climate and non-climate stressors and comparative analysis of development and adaptation measures.

Two manuals will be developed. The target audience for the first version will be USAID staff in Bureaus and Missions and USAID's implementing partners. The second guidance document will be designed for a broader audience that includes donors, developing country partners and international practitioners.

The process of drafting and finalizing material for the two Manuals will include internal and USAID reviews along with an external review for the revised V&A guidance materials.

Task 1.1.1 Summary	
Task Lead:	<ul style="list-style-type: none"> Yoon Kim, IRG: V&A for USAID audience Peter Schultz, ICF: V&A for practitioners
Schedule:	September 2011 – July 2012
Milestones:	Internal and external review meetings convened, V&A manuals revised, reviewed and approved
Deliverables:	<ul style="list-style-type: none"> Draft V&A guidance Summary of internal review meeting Summary of external review meeting Final version of V&A Manuals and supporting material

TASK 1.1.2: DEVELOP CLIMATE GUIDANCE BRIEFS AND ANNEXES

In addition to the general guidance on mainstreaming climate into development, CCRD will prepare climate guidance briefs, annexes, and other adaptation materials such as fact sheets that focus on priority sectors and special topics. *Climate guidance briefs* are 9-10 page documents that focus on priority funding areas where climate change and variability has a significant potential to negatively impact program success if not addressed during the problem diagnosis and design process. They will be designed to provide USAID Bureaus and Missions with knowledge and references on climate impacts in the sector. The GCC Office has already drafted two guidance briefs on water, sanitation, and hygiene (WASH) and global health. *Climate annexes* will be longer documents that cover sector vulnerability and adaptation in greater detail and are oriented to a broader audience, including USAID and decision makers and practitioners in developing countries. CCRD will also develop a set of infrastructure fact sheets.

CLIMATE GUIDANCE BRIEFS

Climate guidance briefs will require considerable discussion between the GCC Office and Bureaus on content. CCRD will work in close collaboration with the GCC Office on the preparation of briefs, conducting background research, identifying useful resources and websites, and providing inputs and/or preparing part or all of the briefs, pursuant to discussions on the division of labor between the GCC Office and CCRD staff. CCRD will initially work on guidance briefs focused on disaster risk management and urban climate variability issues. Future briefs will be prepared depending on written COR guidance.

CLIMATE ANNEXES

Under a previous Task Order, the Contractor developed a draft for a Climate Annex on water and climate variability. This annex will be completed and the Contractor will prepare three additional annexes on coastal and marine issues, gender and vulnerable populations, and governance. In the case of gender and governance, there may be demand for a shorter guidance brief. CCRD has developed a template for climate annexes. CCRD will prepare an annotated outline for each annex for review by the COR, the GCC Office, and other USAID Offices or Bureaus, as appropriate. Per instructions from the COR, the review of the annotated outline may involve a meeting with reviewers. The annotated outline will be revised to incorporate comments of reviewers and a draft version of each annex will be prepared, vetted with USAID, revised and developed into a publication-quality version to be inserted into the V&A manual binder. Briefly, the four proposed annexes are:

- **Water Annex** – This Annex will features analysis of climate V&A for five categories of water use: agriculture, water supply and sanitation, flood and drought, water for ecosystems, and integrated planning.

- ***Coastal and Marine Annex*** – In 2008-2009, the Coastal Resources Center (CRC) at the University of Rhode Island with support from IRG developed a companion to the V&A guidance manual focused on coastal climate vulnerability and adaptation. This manual included more detailed discussion of the V&A approach and 17 write-ups on specific adaptation measures that could be implemented to address various impacts of climate on coastal resources. The Coastal and Marine Annex will have less emphasis on the process than the coastal guidance and will feature greater detail on vulnerability to climate change.
- ***Gender and Vulnerable Populations Annex*** – This Annex will focus on the unique and differentially more critical challenges gender groups and vulnerable populations face in coping with climate change. It will be cross-cutting and examine gender and vulnerable populations in multiple sectors.
- ***Governance Annex*** – Governance issues are of critical importance in relation to climate change and variability. One element of vulnerability is adaptive capacity and weak governance can exacerbate adaptive capacity and also attenuate the potential benefits of adaptation measures designed to reduce climate vulnerability. The Environmental Law Institute has undertaken several studies designed to assess the legal requirements and reforms needed to enhance the effectiveness of adaptation strategies and measures. ELI's Jessica Troell will lead the development of an annex to the V&A manual that will focus on a range of governance and climate issues.

INFRASTRUCTURE FACT SHEETS

CCRD will prepare a series of two-page fact sheets for 13 categories of infrastructure, focusing on vulnerability of each category of infrastructure to climate impacts and options for addressing vulnerabilities to reduce the costs or damages of climate impacts. The 13 categories of infrastructure are: (1) transportation (roads and bridges), (2) housing, (3) potable water, (4) sanitation and wastewater treatment, (5) information and communications technology (ICT), (6) power, (7) solid waste, (8) schools, (9) public transportation, (10) health facilities and hospitals, (11) cultural heritage preservation, (12) public buildings, and (13) disaster planning. In addition, CCRD will prepare a five-page synthesis paper covering all infrastructure categories.

Task 1.1.2 Summary	
Task Leads:	<ul style="list-style-type: none"> • Disaster risk management Guidance Brief – CCRD staff • Water Annex – Bob Raucher, Stratus Consulting • Coastal and marine Annex – Yoon Kim, IRG • Gender and vulnerable populations Annex – Deborah Tepley, IRG • Governance Annex – Jessica Troell, ELI • Infrastructure Fact Sheets and synthesis paper – Joanne Potter, ICF
Schedule:	December 2011 – July 2012
Milestones:	Outlines prepared and vetted; external meeting convened to review draft guidance briefs and annexes, guidance briefs and annexes revised and prepared in publication quality versions; draft and final two-page fact sheets prepared; infrastructure synthesis paper prepared
Deliverables:	<ul style="list-style-type: none"> • Outlines for guidance briefs and annexes • Draft versions • Summary of external meetings to review guidance briefs and annexes • Publication quality versions of the guidance briefs and annexes • Two-page infrastructure fact sheets • Five to 10 page infrastructure synthesis paper

TASK 1.1.3: DEVELOP LESSONS LEARNED ON MAINSTREAMING CLIMATE ADAPTATION

CCRD will develop two types of reports to demonstrate mainstreaming of climate into development: (1) case studies and (2) Lessons Learned. Documents will be constructed based on short case studies drawing from recent experience in addressing climate change concerns. Case studies are described in Task 1.1.4 and involve CCRD staff working with local or regional partners to develop detailed vulnerability and adaptation assessments.

Three types of Lessons Learned will be compiled concerning the process of developing, implementing, and evaluating mainstreamed adaptation; the use of tools and knowledge in the process; and economic development, sector, and area-based applications. To the extent possible, Lessons Learned will focus on implementation successes, but the report will also feature examples of V&A that did not reach the stage of implementation, as well as examples of adaptations that were partly or fully unsuccessful but provided important lessons learned.

A “lessons learned” case study will be piloted on U.S. experiences in adapting infrastructure to climate change to test a template for subsequent lessons learned. Based on the pilot, CCRD will design a template for authors to follow in preparing lessons learned. Criteria will be proposed by CCRD for approval and may include: (1) demonstration of value related to one or more of the three types of lessons described above; (2) applicability to USAID Mission and Bureau programs and projects; and (3) replication value. The criteria and template will be shared with USAID and revised as needed. Once these steps are completed, CCRD will solicit proposals for case studies. These proposals will be reviewed by CCRD and successful proposals will be funded. CCRD will review Lessons Learned and develop a synthesis report based on the Lessons Learned. The infrastructure pilot and subsequent lessons learned case studies will be added to the V&A guidance binder and features on the CCRD/AREFS website.

Task 1.1.3	
Task Lead:	<ul style="list-style-type: none"> Infrastructure lessons learned pilot – Mike Savonis, ICF Criteria and template design – Glen Anderson, Jim Tarrant
Schedule:	February 2012 – July 2012
Milestones:	Selection criteria established; pilot conducted; template finalized; lessons learned cases reviewed and selected; report submitted to and approved by COR
Deliverables:	<ul style="list-style-type: none"> Draft and final lessons learned case on adapting infrastructure to climate change Selection criteria for lessons learned cases Template for lessons learned cases Draft adaptation lessons learned cases

TASK 1.1.4: PREPARE CASE STUDIES TO DEMONSTRATE THE MAINSTREAMING GUIDANCE

Case studies provide a unique opportunity to simultaneously build V&A capacity, develop a useful “what happened?” document in concert with local partners, and distill lessons learned that can be shared with a broader international audience. Previously, IRG and Stratus Consulting have prepared a number of geographically and sector-based climate implementation case studies, most of these focused on water resources. These earlier case studies are described in the table below.

Case Study	Description
La Ceiba, Honduras (Stratus Consulting)	Flooding of La Ceiba by Rio Cangrejal; flood infrastructure, land use policy, watershed management, and protection of coast from erosion
Zignasso, Mali (Stratus Consulting)	Water for agriculture; water storage and irrigation, changes in crop varieties and cultivation practices
Polokwane, South Africa (Stratus Consulting)	Water resources allocation for municipal and agricultural uses; water demand and supply options
Songkram River, Thailand (IRG)	Seasonal flooding of Mekong tributary; agricultural, livestock, and fisheries livelihoods
Madagascar (IRG)	Three communities adjacent to protected areas; natural resource livelihoods
Majuro, Marshall Islands (IRG)	Freshwater resources management; supply and demand of water, drought, water quality
Rio Santa Basin, Peru (IRG and The Mountain Institute)	River basin management and glacial retreat; agricultural, hydropower, industrial, and municipal water demand

One new case study is proposed for Year One to provide illustrations of the mainstreaming guidance and climate adaptation briefs and annexes. Briefly, the WASH case study will fill a gap in the current portfolio of climate and water case studies and examine gender issues. It will support the Climate Adaptation Brief on WASH (prepared by USAID GCC Office) and the Water and Climate and Gender and Vulnerable Populations Annexes. The site for the case study will be the Philippines. It will focus on climate change, water access and security and disaster risk reduction. The scope of work will be prepared by the USAID GCC Office in collaboration with USAID/Philippines.

Task 1.1.4 Summary	
Task Leads:	WASH – Jessica Troell (ELI) and Joel Smith (Stratus Consulting)
Schedule:	June - July 2012
Milestones:	Scope of work reviewed by CCRD; case study conducted; draft case study reports prepared, presented to local partners; final version prepared in response to comments from local partners, COR, GCC Office, and other USAID
Deliverables:	<ul style="list-style-type: none"> Draft case study Final case study

ACTIVITY 1.2 INFORMATION, TOOLS, AND SCIENCE AND TECHNOLOGY

This activity will initially focus on supporting adaptation assessment and planning capacity by understanding the needs that Bureaus and Missions have for tools to identify and address possible project vulnerabilities and risks posed by climate change impacts. This will be initiated through two key tasks: (1) understanding USAID Bureau and Mission needs for climate change adaptation tools and (2) maintaining the GCC Office's help desk.

We define “climate tools” quite broadly as knowledge¹ products that can guide climate risk screening, assessment, and management at organizational levels ranging from individual projects to regional and sectoral programs to whole-agency planning. We define “toolkits” as aggregations of tools. These tools may be manifested in a range of media including print, web sites, social media, training, and CDs, and they may include disciplines as diverse as (but not limited to) communication, physical climate, vulnerability assessment, climate impacts, risk management, monitoring and evaluation (M&E), decision analytics, financing, communicating/educating stakeholders, and governance. For the initial actions outlined in this activity, we exclude tools that exclusively support climate mitigation activities. We will, however, consider tools that relate to both mitigation and adaptation.

TASK 1.2.1: UNDERSTAND USAID BUREAU AND MISSION NEEDS FOR CLIMATE CHANGE ADAPTATION TOOLS

In order to help USAID Bureaus and Missions address climate change adaptation challenges, it is necessary to understand their current and future needs and priorities and to determine whether the suite of existing climate variability and change tools meet USAID’s wide-ranging climate risk management needs. This task will initiate development of a more thorough understanding of the adaptation tool needs of Bureaus and Missions. The first step in this activity will be to develop a typology of key USAID climate-sensitive decisions and a typology of tools that could inform those decisions. In the second step we will vet these typologies with key stakeholders located at USAID headquarters. The third step in this activity will be to work closely with the GCC Office to develop a process for moving forward in the adaptation tool assessment.

DEVELOP DRAFT TYPOLOGIES OF CLIMATE-SENSITIVE DECISIONS AND TOOLS

The CCRD team will first develop a draft typology of climate-sensitive decisions. A decision typology is vital not only for CCRD’s potential future work on tools, but also for framing and developing CCRD’s knowledge management and communication strategies.

Climate sensitive decisions differ depending on a range of factors, including the bureaucratic level within USAID at which the decision is being made, the sector in which the decision is being made, program/project stage, etc. The CCRD Team will develop criteria for determining what decisions are “climate sensitive” (e.g., exposed or sensitive to climate hazards, time sensitive, priority, suitability, etc.) to help provide rigor to the development of the decision typology.

The development of the draft decision typology will be paralleled by the development of a draft typology of climate change tools. This draft typology will characterize the many different forms of V&A-related tools that can help to inform the aforementioned decision making needs. As with the decision typology, criteria will be developed for identifying and cataloguing tool types (e.g., medium (report, web, CD, in-person training, etc.), temporal and spatial scale, scientific credibility, flexibility, cost, and intended user. A byproduct of developing the draft tool typology will be an incomplete but illustrative inventory of existing tools.

These two draft typologies will be used to construct a two-dimensional matrix cross-walking decisions, and decision-support tools. This will provide essential guidance to subsequent activities in this task, including determining needs and priorities of USAID stakeholders, identifying gaps, and defining a strategy for developing and managing tools.

VET DRAFT TYPOLOGY WITH STAKEHOLDERS AT USAID HEADQUARTERS

Once the draft typologies have been developed we will preliminarily evaluate them through consultations with a limited but representative set of practitioners and decision-makers at USAID headquarters. During the consultations we will: elicit information about a representative set of needs, seek feedback on the extent to which the draft typologies capture the suite of climate-sensitive decisions and tools, and discuss the extent to

¹ Here, “knowledge” refers to the interpretation or characterization of raw or primary data and information.

which the criteria are reflective of USAID priorities. More specifically, the consultations will seek to more thoroughly understand the types of climate-sensitive decisions being made (including the nature of adaptation planning activities), the types of tools needed to make these decisions, the tools that are currently being used and the ability of these tools to meet users' needs, the capacity and data constraints faced by users, and preferable tool characteristics, among other types of information.

To carry out the vetting, the CCRD Team will draft a list of individuals to include in the consultations and draft a process for carrying out the consultations (e.g., type of consultation and associated invitees, draft agenda, draft discussion questions, roles, etc.). The consultations may take many forms, including small group discussions, facilitated focus groups, or interviews. We will then solicit feedback from the GCC Office on the preliminary list and proposed process. Once the invitee list and the consultation process have been finalized, we will execute the consultation process.

SUMMARIZE CONSULTATION FINDINGS AND DEVELOP ADAPTATION TOOL ASSESSMENT ACTION PLAN

Using findings from the consultations, the CCRD Team will, in conjunction with the GCC Office, lay out a process for moving the adaptation tool assessment forward. First, the CCRD Team will develop a memorandum that synthesizes the consultation discussion(s) and provides a list of recommended next steps. The memorandum will summarize the needs of users from multiple perspectives, describe the types and characteristics of tools that have the greatest utility in achieving desired outcomes, present revised typologies for decisions and tools (and the underlying criteria), and provide a list of recommended next steps.

The CCRD Team will then meet with the GCC Office to collect feedback on the memorandum and collaboratively determine a process for moving forward. Based on the discussion, we will revise the recommendations and develop a more formal action plan. We will consider a range of issues, including whether there is a need for: further consultations with Mission stakeholders; in-depth inventorying of existing tools/toolkits across all major national and international governmental and non-governmental organizations; organization of a focused evaluation of tools by intended users through focus groups, workshops, case studies, etc.; development of a tool/toolkit database tailored for USAID purposes; an action plan for integrating and/or facilitating the use of tools with other programs; and development of additional tools to meet USAID's needs, among others. The action plan will likely include a description of activities, task leads, milestones, deliverables, and a schedule, as well as an annex containing the revised consultation findings.

Task 1.2.1 Summary	
Task Lead:	Peter Schultz
Schedule:	December 2011 – February 2012
Milestones:	Draft typologies prepared and vetted with COR; List of invitees and process for consultations; Consultations with stakeholders at USAID headquarters; Memorandum of consultation findings and recommended next steps; Planning meeting with GCC Office; Action plan vetted by COR
Deliverables:	<ul style="list-style-type: none"> • Draft decision and toolkit typologies • Partial inventory of tools • Draft list of USAID invitees and process for consultation • Final list of USAID invitees and process for consultation • Draft memorandum of consultation findings and recommended next steps • Draft adaptation tool action plan (including final consultation findings) • Final adaptation tool action plan

TASK 1.2.2: MAINTAIN THE GCC OFFICE HELP DESK

USAID Bureaus and Missions would benefit from an active help desk that answers questions related to climate change risks and adaptation. This resource will allow stakeholders with diverse needs to receive

accurate and reliable information from trusted climate change risk and adaptation experts. Under this activity, the CCRD Team will take on the responsibility of providing answers to inquiries that are submitted via the GCC Office's intranet.

CONDUCT PREPARATORY WORK

In order to facilitate an efficient process, this activity will require a certain amount of preparatory work, including administrative activities and the development of a question response template, a CCRD Team matrix, and detailed response directions.

- The CCRD Team will work with the GCC Office to understand existing help desk processes and requirements. Among other administrative activities, this will include setting up an efficient process for receiving inquiries submitted on the help desk and gaining access to any necessary internal systems.
- We will develop detailed triage and response directions, which will include instructions for the point person, respondent, and reviewer. The directions will provide recommendations for a general response framework, present examples, highlight certain instances when the GCC Office should be consulted, and include any other important information that might be needed.
- The CCRD Team will develop a CCRD Team matrix. Using the decision and tool typologies described above we will develop a matrix of categories that capture the range of questions which may be asked through the help desk (e.g., sectoral, regional, types of information). We will then identify specific CCRD Team members that would be best suited to answer questions within each category (e.g., general water sector-focused questions could be addressed to Robert Raucher, riverine ecosystem services to Elizabeth Strange, water and justice questions to Jessica Troell, etc.).
- Based on previous help desk responses, as well as response instructions, we will develop a question/response template. The template will likely include the following types of fields: *Inquiry Information*, including date submitted, name of submitter, position information, the inquiry, etc.; *Respondent Information*, including assigned CCRD Team member, date of request, response to inquiry, etc.; and *Reviewer Information*, including CCRD reviewer, GCC reviewer (if applicable), date received, date delivered, etc.

MAINTAINING THE HELP DESK

The CCRD Team will maintain the help desk under the following guiding principles:

- Help desk inquiries will be answered in a timely manner; responses will generally be provided within one day for routine questions. For more involved questions requiring staff research, CCRD will respond to the inquiry with an estimate of the time required to answer the question
- The process used to maintain the help desk will be designed to be simple, efficient, and effective.
- Help desk responses will: be answered by category-specific experts, provide the inquirer with accurate and appropriately comprehensive information, direct the inquirer to supplemental resources (as needed), and provide instructions for asking follow-up questions.
- A senior CCRD Team member will always review help desk responses and, as needed, consult a GCC Office member.
- Inquiries and responses will be tracked through SharePoint.
- Inquiries will be used to more thoroughly understand the needs of USAID Bureaus and Missions.

We tentatively propose the following general process. As inquiries are submitted to the GCC Office's intranet help desk a message will be automatically sent to a CCRD point person and a designated back-up. The point person will send a confirmation of receipt to the inquirer, provide an estimated response time, and, if needed, ask for more information. The point person will analyze the question and use the CCRD Team member matrix to assign the question to the most appropriate CCRD Team member depending on the subject matter. The point person will also determine whether they are able to review the response or whether the response should be assigned to a different reviewer. The point person will then send a request to the identified respondent and, if needed, reviewer. At this time the point person will ask about availability and make adjustments to the assignments as needed. Once the request has been accepted, the respondent will provide a response within 1-3 days of receipt and pass the response on to the reviewer. The reviewer will assess the response, ensure all the necessary tracking information is present, and either provide feedback to the respondent or submit the response to the help desk. A more comprehensive and context-specific process will be developed as part of the preparatory work.

Task 1.2.2 Summary	
Task Lead:	CCRD Staff
Schedule:	January 2012 – ongoing
Milestones:	Response instruction vetted by COR; CCRD Team matrix vetted by COR; Question response template vetted by COR; Fully functioning help desk
Deliverables:	<ul style="list-style-type: none"> • Draft and final response instructions • Draft and final CCRD Team matrix • Draft and final question response template

ACTIVITY 1.3 TECHNICAL ASSISTANCE AND CAPACITY BUILDING SUPPORT

This activity includes tasks, as requested, to support USAID Bureaus, regional and bilateral Missions, and USG, NGO, research, and private sector partners in developing countries. Illustrative tasks that may be undertaken include preparation of background papers on priority vulnerabilities and adaptation options, vulnerability assessments, sector studies, analyses of existing USAID portfolios, side-by-side assistance to national and sub-national adaptation planning efforts, and training and other capacity building.

TASK 1.3.1: PROVIDE CAPACITY BUILDING SUPPORT ON MAINSTREAMING V&A

USAID's GCC Office delivers training to USAID Bureaus and Missions under a separate Task Order. As CCRD develops guidance, case studies and lessons learned, these will be shared with the GCC Office to ensure that implementation of training on adaptation benefits from the most current information and examples available. There may be opportunities for CCRD to provide follow-up capacity building support to Bureau and Mission staff that have completed adaptation training. For example, activities might include development of training modules (coordinated with the training team in the GCC Office) on the use of vulnerability and adaptation tools; technical assistance to apply the adaptation training in program or project design; or facilitate stakeholder processes with USAID and its partners to prioritize climate vulnerabilities and/or adaptations. In addition, CCRD can build on or apply the adaptation training courses for USAID's assistance partners.

This task will be entirely by request, with CCRD prepared to provide support to Bureaus and Missions as well as their partners, based on requests made to the COR and/or Deputy COR. The CCRD COP and DCOP will review, clear, and approve scopes of work, staffing plans, deliverables, timelines, and budgets for each task request received.

Task 1.3.1 Summary	
Task Lead:	Glen Anderson, Peter Schultz
Schedule:	Ongoing
Milestones:	Mini-Work Plans prepared; draft and final deliverables prepared
Deliverables:	<ul style="list-style-type: none"> • Scopes of work, staffing plans, and budgets • Draft and final versions of deliverables

TASK 1.3.2: CONDUCT PERU CLIMATE CHANGE VULNERABILITY AND ADAPTATION DESKTOP STUDY

The GCC Office requested assistance from CCRD to prepare a desktop study to inform the in-country assessment process for possible future USAID/Peru-funded activities addressing climate change adaptation challenges. The detailed terms of reference for this task is available upon request from CCRD.

Task 1.3.2 Summary	
Task Lead:	Rosamund Mishe John, IRG
Schedule:	September – December 2011
Milestones:	Draft study prepared; USAID comments received and incorporated into final draft
Deliverables:	<ul style="list-style-type: none"> • Draft desktop study • Final draft of desktop study

TASK 1.3.3: SUPPORT DEVELOPMENT OF USAID'S FEDERAL AGENCY CLIMATE CHANGE ADAPTATION PLAN

USAID is required to develop an agency climate change adaptation plan under Executive Order (E.O.) 13514, Federal Leadership in Environmental, Energy, and Economic Performance. The plan for FY 2013 is to be submitted to the Council on Environmental Quality (CEQ) and the Office of Management and Budget (OMB) by June 29, 2012, and is to be updated on an annual basis. The agency adaptation plan is to be part of the agency Strategic Sustainability Performance Planning (Sustainability Plan) process. Each Federal agency is directed to evaluate climate change risks and vulnerabilities to manage both the short and long term effects of climate change on the agency's mission and operations. CEQ has issued Implementing Instructions and supplemental information to assist agencies in meeting these requirements.

USAID has completed key steps in meeting these requirements. The Administrator approved and submitted the Adaptation Policy Statement (June 2, 2011). USAID submitted its "High Level Analysis of Agency Vulnerability to Climate Change" September 30, 2011. This document identifies six actions that the agency will take in FY 2012 to advance its adaptation work. Further, the Global Climate Change Office is leading a broader set of adaptation activities to build awareness and capacity on climate vulnerability and adaptation across the organization. All of this work, as well as the agency's Sustainability Plan initiatives, form the foundation for the FY 2013 Adaptation Plan to be developed under this project.

A key distinction between USAID's current work on adaptation and the requirements of E.O. 13514 is the need to address the vulnerability of the Agency itself – in addition to the impact of climate change on USAID programs. This will entail a review of USAID facilities, enabling infrastructure, equipment, and operations to identify the potential vulnerabilities to the agency's ability to conduct its business, protect its work force, and ensure continuity of program activities. Therefore, the completed FY 2013 Adaptation Plan will include: an initial *assessment of climate vulnerability* across USAID's mission (e.g. overall purpose and goals), program, and operations; planned actions to further advance agency *understanding* of climate change risks and opportunities across these three areas; and adaptation *actions* that will improve the resilience of USAID's mission, program and operations.

This task will be led by Joanne Potter (ICF). The detailed terms of reference for this task is available upon request from CCRD.

Task I.3.3 Summary	
Task Lead:	Joanne Potter, ICF
Schedule:	March – June 2012
Milestones:	Drafts of USAID Adaptation Plan for 2013 submitted for review; Final draft of USAID Adaptation Plan for 2013 submitted
Deliverables:	<ul style="list-style-type: none"> • 1st and 2nd drafts of USAID Adaptation Plan for 2013 • Final draft of USAID Adaptation Plan for 2013

OBJECTIVE 2: COORDINATE WITH OTHER USG AGENCIES TO SUPPORT MAINSTREAMING

The Adaptation Partnership was created by the Governments of Costa Rica, Spain, and the United States following the United Nations Framework Convention on Climate Change (UNFCCC) Conference of Parties in Copenhagen, Denmark. The three founding countries have been joined by more than 20 countries to support a series of workshops for donors, developing country governments, NGOs, and international practitioners. In addition to workshops on a range of adaptation issues, the Adaptation Partnership will support follow-on research and pilots and facilitate communities of practice among workshop participants. CCRD received a buy-in from the U.S. Department of State to support Adaptation Partnership workshops and other activities. CCRD's roles for different Adaptation Partnership activities will depend on the proposed role for USAID in planning and convening workshops. Follow-on activities will be recommended by workshop participants; decisions on these activities will be coordinated with workshop participants and donors and will be scaled according to the resources available through the State buy-in and co-financing from other donors.

ACTIVITY 2.1 ADAPTATION PARTNERSHIP WORKSHOPS

TASK 2.1.1: CONDUCT ADAPTATION PARTNERSHIP WORKSHOPS

The Adaptation Partnership plans to fund or co-fund up to seven workshops through the end of 2012. Four of these workshops have already been convened (Nepal – September 3-28, 2011; New York City – October 20, 2011; Cape Town, South Africa – February 8-10, 2012; and San Jose, Costa Rica – March 27-29, 2012). The role of CCRD in planning and convening individual workshops will depend on commitments by other donors and the capacity of local partners to provide logistic and technical support.

For the first four workshops, CCRD's roles are as follows:

- Nepal – *An Adaptation Partnership Workshop: Andean-Asian Mountains Global Knowledge Exchange On Glaciers, Glacial Lakes, Water & Hazard Management*. This four-week event included a research expedition to Imja Lake in the Mt. Everest region; a two-day knowledge exchange and one-day writer's workshop. CCRD provided: (1) financial support for staff from The Mountain Institute (TMI) to lead the research expedition and co-organize and participate in the knowledge exchange and writer's workshop; and (2) funding for the CCRD Chief of Party to participate in a portion of the research expedition, make presentations during the knowledge exchange, and serve as facilitator for the writer's workshop. TMI is also responsible for preparing the final report.
- New York City – *Climate Services Partnership Developing Countries Task Team Workshop*. This one-day workshop focused on the discussion and planning of climate services for developing countries, building on the discussions and conclusions of the 2 ½ day International Climate Services Workshop, convened immediately prior to the Adaptation Partnership workshop. CCRD resources supported the International Research Institute for Climate and Society convening of the workshop, plus some financial support for staff time; and financial support for the CCRD COP and DCOP to participate in these events.

- Cape Town, South Africa – CCRD worked with a local firm, Kulima, to organize the venue and take care of logistics, participate in the preparation of the agenda and participant lists. CCRD was also responsible for preparing a summary of the workshop.
- San Jose, Costa Rica – CCRD worked with a local Costa Rican firm, Asesorías Técnicas y Profesionales (ATP), to organize the venue and take care of logistics, provide facilitation and note-taking, and prepare a summary of the workshop.

For other workshops scheduled for 2012, CCRD will consult with USAID to determine roles and responsibilities for planning, logistics, and convening. For all workshops, CCRD is prepared to fill any gaps in commitments or capacity.

Task 2.1.1 Summary	
Task Leads:	Nepal – Alton Byers (TMI); New York – Cathy Vaughn (IRI); South Africa – Rosamund Mische John (IRG); Costa Rica (Deborah Tepley); other workshops – TBD
Schedule:	Ongoing, beginning in August 2011
Milestones:	Logistics and planning for Adaptation Partnership workshops supported; workshops convened; workshop summaries and other deliverables prepared
Deliverables:	<ul style="list-style-type: none"> • Workshop agendas, invitations, participant lists • Workshop presentations • Workshop summaries

ACTIVITY 2.2 ADAPTATION PARTNERSHIP COMMUNITIES OF PRACTICE

TASK 2.2.1: FACILITATE ADAPTATION PARTNERSHIP COMMUNITIES OF PRACTICE (COPS)

CCRD will facilitate the formation of Communities of Practice (CoPs) involving Adaptation Partnership workshop participants to identify key adaptation and development challenges and priorities, and knowledge and information gaps of their respective regions. CoPs will be organized and implemented by organizations involved in the relevant Adaptation Partnerships, but CCRD will provide technical assistance in the design and operation of CoP websites. CoP activities will facilitate the generation and documentation of good practices and examples, dissemination of tools and resources, and improved coordination and knowledge exchange. They may include moderated, asynchronous online discussions, online webinars with subject matter experts, a member query service that provides timely research and information upon request, a repository of current adaptation programs and projects, and e-newsletters.

By agreement between the Department of State and USAID, CCRD will assume responsibility for managing the Adaptation Partnership website (www.adaptationpartnership.org). CCRD will modify the website so that it can serve as a portal for CoPs. At this time, a new CoP has been proposed to support practitioners and policymakers on glaciers and mountains (see Task 3.2.2).

Task 2.2.1 Summary	
Task Lead:	Jim Tarrant, IRG
Schedule:	Ongoing, starting in October 2011
Milestones:	CoP websites designed; websites operationalized
Deliverables:	<ul style="list-style-type: none"> Website designs

TASK 2.2.2: DEVELOP ADAPTATION PARTNERSHIP MATERIALS

For the UNFCCC 17th Conference of Parties in Durban, South Africa, CCRD worked with State and USAID to compile and prepare a series of documents that provide a description of Adaptation Partnership activities, mainly workshops that were convened in 2011. These materials were uploaded to 1,000 thumb drives with the Adaptation Partnership logo.

CCRD will continue to compile Adaptation Partnership materials for workshops planned for 2012 and follow-on activities. These will be uploaded to the Adaptation Partnership website and supplied to State and USAID in other formats and media, as required.

Task 2.2.2 Summary	
Task Lead:	Adaptation Partnership materials for COP-17 – Deborah Tepley, IRG
Schedule:	Adaptation Partnership materials (October – November 2011)
Milestones:	Outreach materials prepare and provided on thumb drives with Adaptation Partnership logo
Deliverables:	<ul style="list-style-type: none"> Adaptation Partnership materials for COP-17

OBJECTIVE 3: IDENTIFY AND RESPOND TO EMERGING ISSUES AND FILL GAPS

Activities in support of Objective 3 are designed to promote climate resilient development on a global scale. Ideally, they include tasks that add value to USAID programs but also respond to new opportunities or emerging issues in international practice of adaptation. In addition, these activities will typically utilize a teaming approach requiring co-financing from other donors and are expected to be beyond the manageable interests or resources of CCRD, acting alone. Three activities are proposed at this point in the Work Planning process. Activity 3.1 supports the demonstration of mainstreaming of adaptation on a national scale. This represents a large effort that CCRD would support along with other donors and/or regional development banks. Activities 3.2 and 3.3 are responsive to recommendations from the Adaptation Partnership workshops in Nepal and New York (as well as an earlier workshop in Dakar, Senegal) for follow-on work related to glaciers and mountains and the role of climate services in adaptation planning and implementation. Both of these topics have generated interest among practitioners, but are still at the initial stage of formulation. Whether they advance beyond the level of concept will depend on their perceived benefits to USAID, other USG, and development partners and on their attractiveness to other donors as a program area.

ACTIVITY 3.1 CLIMATE RESILIENT PROGRAM DESIGN

TASK 3.1.1: SUPPORT PREPARATION OF NATIONAL ADAPTATION PLANS (NAPS)

The Contractor will work closely with the GCC Office to develop and pilot a national-level mainstreamed adaptation planning process. We will review the process and content of National Adaptation Programmes of Action (NAPAs), and review the general approach to national development and/or adaptation planning in a selection of developing countries. We will select a representative sample of five to six countries to review (including geographical regions and country size) to illustrate the range of development and adaptation planning processes at national, sub-national, and sector levels.

We will prepare a methodology note describing a proposed operational methodology for mainstreaming climate into national development planning. The methodology will incorporate an approach for facilitating stakeholder input in participatory planning processes with the revised V&A approach, stressing analysis of both climate and non-climate stresses and careful analysis of conflicts and synergies between sectors in selecting adaptations.

One or two countries will be selected for piloting (see box) the approach for mainstreaming climate into national development plans and providing technical assistance. As resources for supporting these pilots will be limited, it will be important to work with countries that are committed to the process and coordinate with other donors. IRG will look to USAID to establish contacts with proposed pilot countries and coordinate activities with USAID Missions.

The SOWs for the pilots will be developed in cooperation with host countries. Upon completion of the pilot(s), we will conduct a post-pilot review of the adaptation/development process, distilling lessons learned and best practices, adjusting the mainstreaming methodology, making suggestions for tailoring it to other mainstreaming needs, and making recommendations for roll-out.

POTENTIAL CRITERIA FOR SELECTING PILOTS

We will discuss potential criteria for selecting pilots with USAID. Criteria might include:

- Whether the country is expected to prepare a Poverty Reduction Strategy Paper in the next 18 months (would likely identify post-conflict countries)
- Prior efforts to develop NAPAs (for Less Developed Countries) or other adaptation strategies
- Potential for replication, based on geographic location, and country size
- Commitment to participatory processes

Task 3.1.1 Summary	
Task Lead:	Yoon Kim, IRG
Schedule:	February 2012 – July 2012
Milestones:	Countries selected for review of adaptation and development planning; review completed for 5-6 countries; methodology note prepared and vetted with COR; 1-2 countries selected for pilot; scope of work for TA prepared and approved by COR; pilots completed; post-pilot review convened and recommendations for roll-out prepared
Deliverables:	<ul style="list-style-type: none"> • Memo on selection of countries for review • Review of NAPAs and other adaptation/development planning approaches • Methodology note • Selection memo on technical assistance countries • Scopes of work for technical assistance • Technical assistance reports • Post-pilot review and recommendations for roll-out of methodology

ACTIVITY 3.2 GLACIERS AND MOUNTAINS

TASK 3.2.1: DESIGN A HIGH MOUNTAIN GLACIAL WATERSHED PROGRAM

One of the outcomes of the Adaptation Partnership workshops and research expedition in Nepal was a series of proposals for follow-on activities relating to a high mountain and glacier watershed program. These ideas were developed by three working groups during the Knowledge Exchange and refined during the Writer's Workshop in Katmandu. CCRD is tasking TMI to develop a concept paper to describe the problems facing managers of glacial mountains, lakes, and watersheds; progress to date related to research, management, and outreach; and potential activities to fill gaps in knowledge, improve assessment and management tools, and communicate their findings to communities, practitioners, decision makers, and donors. The concept paper would also identify a process and criteria for selecting guidance, tools, pilots and capacity building activities for funding under CCRD.

Task 3.2.1 Summary	
Task Lead:	Alton Byers, TMI
Schedule:	November – December 2011
Milestones:	Concept paper drafted and vetted with USAID and CCRD; Concept Paper revised and finalized
Deliverables:	<ul style="list-style-type: none"> • Draft Concept Paper • Final Concept Paper

TASK 3.2.2: DEVELOP THE HIGH MOUNTAIN GLACIAL WATERSHED PROGRAM'S COMMUNITY OF PRACTICE

Once the concept paper has been finalized, CCRD's partner organizations, The Mountain Institute and the University of Texas at Austin (UT) will coordinate activities of the partnership included in this task and two subsequent tasks (Tasks 3.2.3 and 3.2.4). For Task 3.2.2, a Secretariat will be established to manage the activities of the community of practice involving individual researchers and practitioners in the Hindu Kush-Himalaya, Andes, Central Asian, and other high mountain regions as well as their affiliated organizations and donors supporting research and policy work focused on climate change, high mountains and glacial watersheds. Specific subtasks include:

Subtask 3.2.2.1 Establish and administer the Secretariat of the CoP – TMI and UT will define member needs; identify core CoP membership and facilitation team; vet and confirm CoP concept, goals and objectives, and target audience; and survey potential members to gauge interest in the CoP. They also will identify a facilitation team and core resources group members. With support from IRG and other CCRD partners, they will implement the CoP platform, design and implement taxonomy, architecture, functionality, and user roles. Working with IRG, they will collect content, develop membership rules/norms of behavior and membership form, upload content, test functionality, and launch the platform. TMI and UT will lead the effort to nurture interest and membership in the CoP and periodically solicit CoP membership comments on the value of the platform, and identify and implement changes.

Subtask 3.2.2.2 Implement CoP meetings – CCRD will implement an innovative webinar for CoP members to renew ties with other members, share best practices, demonstrate tools/approaches, promote their work, seek peer support, describe the Climber-Scientist competitive solicitation under the CCRD Small Grants Program (Task 3.2.3), learn from others, find opportunities to collaborate to advance the field of high mountain studies, etc.

Subtask 3.2.2.3 Provide outreach services to CoP and other interested parties – This will include production of a Quarterly Electronic Community Newsletter, featuring news, updates, case studies, stories from the field, best practices, tools, and funding opportunities and distribution of materials of interest to the CoP and other relevant stakeholders.

Subtask 3.2.2.4 Develop new and expanded collaboration, commitment, and co-financing with other donors for priority project implementation – Co-financing will be leveraged from organizations appropriate to each thematic area. Identify potential collaborative partners interested in implementing the high priority projects. Build collaborative relationships and, as appropriate, carry out joint activities with these organizations. Potential partners include: United Nations Development Programme (UNDP), International Centre for Integrated Mountain Development (ICIMOD), and others. Identify potential co-financing mechanisms for implementing the high priority projects. Potential co-financing partners include: Ford, Rockefeller Bros., Department for International Development (DfID), National Science Foundation (NSF), Asian Development Bank (ADB), Agha Khan Development Network, UNDP, USAID (including regional and bilateral missions), Department of State, U.S.-Japan Foundation, others.

Task 3.2.2 Summary	
Task Lead:	<ul style="list-style-type: none"> CoP Secretariat – TMI/UT
Schedule:	February – July 2012
Milestones:	CoP established and operational; Electronic newsletter designed; Webinars convened; donors, other organizations, and individuals engaged in CoP
Deliverables:	<ul style="list-style-type: none"> Report on CoP start-up (concept, member survey results, membership rules) Online newsletters Webinars

TASK 3.2.3: DESIGN AND CONDUCT THE CLIMBER-SCIENTIST COMPETITIVE SOLICITATION

CCRD will provide support for field-based research opportunities that advance knowledge and enhance the development of the next generation of high-mountain physical and social scientists. This task will involve preliminary work to identify priority areas for research, preparation of the solicitation for small grants, and review, awarding and implementation of small grants.

Subtask 3.2.3.1 Determine major areas for research and action-oriented pilot projects – TMI/UT will facilitate discussion among and between communities, governments, NGOs, and CoP members to determine major areas of need, opportunities, and interest for projects addressing high mountain development. They will also conduct a consultative approach that enables CoP participation in the identification of major areas of need, opportunities, and interest for projects addressing high mountain development, in consultation with local communities, governments, NGOs, and other stakeholders

Subtask 3.2.3.2 Conduct competitive solicitation for climber-scientist small grants – CCRD will prepare a solicitation for climber-scientist grants and conduct a review and selection process. TMI/UT and other experts may be asked to review the technical merit of small grant applications. These technical reviews will be forwarded to the CCRD Small Grants Coordinator for final selection by USAID and the CCRD COP and DCOP. Once small grants are awarded, CCRD with assistance from TMI/UT will monitor implementation and deliverables produced by small grant recipients.

Task 3.2.3 Summary	
Task Lead:	<ul style="list-style-type: none"> • Determination of program areas – TMI/UT • Preparation of the solicitation – Glen Anderson • Management of small grants – Deborah Tepley • Management of purchase orders – Glen Anderson
Schedule:	March – July 2012
Milestones:	Program areas identified; solicitation prepared and announced; proposals received and reviewed; selected proposals funded, implemented, and evaluated
Deliverables:	<ul style="list-style-type: none"> • Memo on major program areas • Draft and final versions of the solicitation • Selection memo • Scopes of work, staffing plans, and budgets for each selected proposal • Deliverables for each selected proposal

TASK 3.2.4: IMPLEMENT COMMUNITY OF PRACTICE PILOT PROJECTS AND RESEARCH

This task will involve a combination of field reconnaissance and pre-workshop planning for Year Two tasks under Activity 3.2 and work on selected reports and papers.

Subtask 3.2.4.1 Conduct planning for community-based risk assessment and decision making project in Nepal – TMI, UT, and CCRD staff will conduct a field reconnaissance mission to Nepal to assess dangerous lakes in Nepal, select site for the future study, identify community partners, and plan V&A training and training of trainer workshops to be conducted in Year Two.

Subtask 3.2.4.2 Initiate work on glacial lake risk reduction capacity building – TMI/UT will initiate scientific, social, and institutional capacity building for glacial lake risk reduction in Peru. The current glacial lake management manual based on the Peruvian experience will be expanded to feature multiple lakes at risk from glacial lake outburst floods in the Cordillera Blanca. Interviews will also be conducted in communities living below one of the most dangerous lakes in Peru, Palcacocha, to ascertain perceptions of risk and recommendations for reduction of risks.

Subtask 3.2.4.3 Paper on mainstreaming climate concerns into IWRM – CCRD staff and UT will prepare a paper for presentation at Singapore International Water Week (SIWW), applying the mainstreaming guidance to integrated water resource management in Nepal.

Task 3.2.4 Summary	
Task Lead:	<ul style="list-style-type: none"> • Nepal reconnaissance – TMI/UT • Peru risk perception assessment – TMI/UT • CoP Workshop Planning – TMI/UT • Preparation of mainstreaming paper – Meghan Hartman
Schedule:	February – July 2012
Milestones:	Field missions completed, glacial lake management handbook redrafted.; mainstreaming paper presented at SIWW
Deliverables:	<ul style="list-style-type: none"> • Trip reports for Nepal and Peru • Revised draft and final versions of the Glacial Lake Management Handbook • Draft agenda and itinerary for CoP workshop and expedition in Tajikistan • Mainstreaming paper and poster for SIWW

ACTIVITY 3.3 CLIMATE SERVICES

TASK 3.3.1: DESIGN AN ADAPTATION AND CLIMATE SERVICES PROGRAM

The Adaptation Partnership workshop in New York provided a stocktaking of current applications of climate services in adaptation and generated considerable interest in building a knowledge base on climate services and implementing activities to improve understanding and application of climate services among decision makers and practitioners in developing countries. Several brief concept outlines have been prepared by the CCRD Team outlining a few of the key climate service-related activities that might be beneficial to USAID. CCRD is tasking IRI in collaboration with other team members to develop a concept paper to describe the current and potential application of climate services in assessing climate impacts and vulnerability, and designing and implementing adaptation plans and identify potential follow-on activities to demonstrate the benefits of climate services. The concept paper would also identify a process and criteria for selecting guidance, tools, pilots and capacity building activities for funding under CCRD.

Task 3.3.1 Summary	
Task Lead:	Steve Zebiak, IRI
Schedule:	November – December 2011
Milestones:	Concept paper drafted and vetted with USAID and CCRD; Concept Paper revised and finalized
Deliverables:	<ul style="list-style-type: none"> • Draft Concept Paper • Final Concept Paper

TASK 3.3.2: COORDINATE ACTIVITIES OF THE CLIMATE SERVICES PARTNERSHIP

Under the leadership of Steve Zebiak, IRI will coordinate activities of the Climate Services Partnership (CSP) Secretariat and its Coordinating Group (CG) and provide oversight and technical support for selected subtasks under CCRD Tasks 3.3.3 and 3.3.4. Coordination will involve monthly conference calls with the CG, support to the planning of international conferences, and addressing needs and concerns of CG members.

The CSP Secretariat will help identify appropriate projects, develop connections, attract new parties and new funds to the Partnership, and raise the profile of the CSP. The CSP will be represented in a number of international meetings. At these meetings, CSP members will connect with new and current members; disseminate information about the Partnership and climate services; and learn more about appropriate projects. Meetings that have already been targeted in Year One include the European Geoscience Union meetings in Vienna in April 2012 and Rio+20 in Brazil in June 2012.

Task 3.3.2 Summary	
Task Lead:	Steve Zebiak, IRI
Schedule:	March – August 2012
Milestones:	CG conference calls arranged; conference presentations prepared
Deliverables:	<ul style="list-style-type: none"> • Monthly CG Conference Call summaries • Quarterly reports on CSP communications, outreach and operations • Conference and workshop presentations and trip reports

TASK 3.3.3: COMPILE AND DISSEMINATE CURRENT CLIMATE SERVICES KNOWLEDGE

Capturing and disseminating knowledge regarding current efforts allows the international community to learn from previous experience, avoid the duplication of efforts and focus on effective strategies. To facilitate dissemination of CSP knowledge, a CSP website and online knowledge management portal will be designed and established.

Subtask 3.3.3.1 CSP Website – The information captured by the CSP, including case studies and evaluations, will be accessible through a CSP website and online knowledge portal. Information on the Partnership, including updates of recent and planned activities will be disseminated in addition to knowledge products. The portal will link to the searchable database mentioned below, and to other relevant websites (e.g., partner sites, other information portals, pages for ICCS 1 & 2, etc.). Before the portal is completed, a review of current adaptation portals will be conducted to ensure that efforts are not duplicated and to establish links to other useful sites.

Subtask 3.3.3.2 Online searchable database of current climate service activities – Information on current climate service activities (including those recently finished and those still being planned) will be collected and displayed through an online searchable database. This will allow those interested in climate services to get a sense of other activities that have taken place, are currently underway, or planned for the future. The database will provide basic information about the activity, including where it is focused, the sector with which it engages, its business model, a description of its governance structure, and the organizations with which it engages, along with contact information. The database will allow for connections to be made between those engaged in similar activities. It will also allow for the discovery of effective patterns and persistent challenges.

Task 3.3.3 Summary	
Task Lead:	IRI staff
Schedule:	March - July 2012
Milestones:	CSP website and online portal established; online searchable database linked to website
Deliverables:	<ul style="list-style-type: none"> • CSP Website Announcement • Webinar on searchable database

TASK 3.3.4: CONDUCT CASE STUDIES AND ASSESSMENTS OF CLIMATE SERVICES

This task will cover a series of analytical case studies on the application of climate services in different sectors and countries and more detailed assessments of climate services programs.

Subtask 3.3.4.1 Case studies – In conjunction with the World Meteorological Organization (WMO), the CSP will solicit case studies that illustrate climate services activities in more depth than the broad scoping activity described above. The case study topics (20) will be identified in conjunction with CSP members, and approximately six of them, focused on developing country experiences, will be selected for implementation under CCRD. Case studies will be conducted by the Secretariat or other staff on the CCRD team or accessed through CCRD funding mechanisms. For case studies conducted outside the Secretariat, the Secretariat will work with CCRD to identify case study leads, assist with terms of reference, and review and edit draft case studies.

Subtask 3.3.4.2 Mali Meteo Program Assessment – An evaluation of an agrometeorological program undertaken by Mali Meteorological (Met) Service since 1982 will be conducted by IRI and West African partner organizations: International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), the CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS), and Mali's Institut d'Economie Rurale (IER). The assessment is motivated by a presentation at the Adaptation Partnership Workshop in 2011 in Dakar, Senegal by the Mali Met Service. The assessment will include three components:

- 1) **Science assessment** – An evaluation of the scientific and practical bases used by Mali Met in developing climate information products for the program. The Assessment will evaluate the products and services, summarize how this information was/is disseminated to users, and how training effort related to methods, information, and dissemination of services evolved over time, especially as it relates to shifts in funding and governance or changes in available science. It will also provide information on the number and description of the clients/users of the program, how target users were initially identified, and how participation changed over time.
- 2) **Institutional assessment** – This component will focus on an analysis of the roles and interactions among key institutions as well as the interactions across scales (from village-level governance and process to the national level) in developing and implementing the Mali Meteo Program. It also will describe processes such as high-level planning, communication, monitoring, and evaluation, and the response methods to provide feedback to farmers and other end users.
- 3) **Field assessment** – This component will involve interviews with farmers in select villages to elicit input on the use and qualitative value of the climate products disseminated by Mali Met. After a pre-test of the survey questions, the field assessment team will conduct survey in a representative sample of villages.

For the science assessment, IRI will develop the assessment methodology and conduct the evaluation of climate service products and training programs. IRI will provide technical reviews of the institutional assessment methodology and draft report. IRI will participate in the inception meetings for the field assessment and the field assessment pre-test and IRG will review the field assessment methodology and the analysis of survey results for the field assessment. CCRD staff will review all assessments and recommendations for next steps.

Task 3.3.4.1 Summary	
Task Lead:	IRI staff
Schedule:	March - July 2012
Milestones:	Case studies commissioned, prepared, reviewed, and finalized
Deliverables:	<ul style="list-style-type: none"> Climate services case studies

Task 3.3.4.2 Summary	
Task Lead:	Science Assessment: Simon Mason, Ale Giannini and Tufa Dinka, IRI Institutional Assessment: Dr. Shiv Someshwar and Erica Allis, IRI
Schedule:	January - July 2012
Milestones:	<ul style="list-style-type: none"> Science Assessment: Preliminary science assessment methodology prepared, Mali science assessment outline prepared and vetted; external meeting convened to review draft Science Assessment, assessment revised and prepared in publication quality version Institutional Assessment: Preliminary institutional assessment methodology reviewed, Mali institutional assessment outline and draft assessment prepared and vetted
Deliverables:	<ul style="list-style-type: none"> Preliminary and final science assessment methodology Mali field visit mission report Mali science assessment outline Draft and final science assessment Comments on institutional assessment methodology Comments on draft and final institutional assessment

TASK 3.3.5: ECONOMIC VALUATION OF CLIMATE SERVICES

The CSP Working Group on Economic Valuation grew out of the first International Conference on Climate Services. The group works to improve capacity to quantify the value of climate services and has identified a number of activities that will further this goal. These include: 1) developing a matrix relating climate services to user groups and temporally differentiated decision-making; 2) completing a typology of benefits associated with climate services; 3) reviewing literature on the value of climate services in priority areas (matching services to users); and 4) drafting a review paper on valuing climate services.

Task 3.3.5 Summary	
Task Lead:	Glen Anderson, IRG
Schedule:	January – July 2012
Milestones:	Working Group meetings convened; Working Group deliverables presented at international meetings
Deliverables:	<ul style="list-style-type: none"> • Working Group meeting minutes • PowerPoint presentation for EGU meetings • Climate Services/Users matrix • Climate services benefits typology

TASK 3.3.6: CLIMATE INFORMATION GUIDANCE

CCRD will develop a suite of climate information products in Year One and Two that will include:

1. Guidebook for development practitioners
2. Training for practitioners
3. Guidebook for meteorologists
4. Web training/information tool

These will be developed within the context of the CSP, with multiple contributors. USAID will support IRI's contributions under CCRD as well as inputs from other CCRD team members. In Year One, the guidebook and training for practitioners will be undertaken. The remaining products will be developed in Year Two.

Subtask 3.3.6.1: Guidebook for Practitioners – This Guidebook will be developed by CCRD in partnership with The World Bank, with IRI leading the overall effort. The Guidebook will be oriented to donor staff and practitioners to help them understand key aspects of climate information, provide good practices in the development of climate service products, and communicate climate information to development partners and communities. The Guidebook team will consult with and draw lessons learned from meteorologists and practitioners to ensure that information is delivered in practical, understandable terms for the audience.

Subtask 3.3.6.2 Training for Practitioners – There is demand among a number of audiences for training on climate information and services. For Year One, IRI and CCRD will develop and pilot test a training course for program/project designers and other development staff that are frequently asked a variety of questions about the potential use/benefits of climate information and products in both sectoral and adaptation programs and projects. IRI will work with a team comprised of USAID, World Bank, and CCRD staff to formulate and provide training on climate information and products and frequently asked questions. The training course will be pilot tested with participants drawn from USAID and The World Bank.

Task 3.3.6 Summary	
Task Lead:	Steve Zebiak, IRI
Schedule:	April – July 2012
Milestones:	Guidebook drafted and finalized; meeting to scope out the training course convened; training course designed and pilot tested
Deliverables:	<ul style="list-style-type: none"> • Draft and final versions of the Guidebook for Practitioners • Training materials and summary of evaluations of the pilot test of the training course

TASK 3.3.7: PILOT NATIONAL-LEVEL CLIMATE SERVICES ANALYSIS

National-level scoping and roadmap development In “Climate Services for Climate Smart Development: A Preliminary Guide for Investment” (IRI, January 2012) an integrated approach to developing effective climate services capacities in developing country contexts was presented. A first step toward developing a place-based program under CCRD would be to undertake a scoping activity in one or more settings that are agreed among the team. We initially suggest as possibilities West Africa, Ethiopia, and Philippines. These are all locations where among the CCRD team there are already important institutional contacts and collaborations on which a new climate services effort could be built; and also settings where there are pressing needs for new services. If needed, additional CSP members could be engaged in this effort. The initial activity would involve consultations with national governmental and nongovernmental organizations (1-2 country visits by CCRD team of 2-4 members), review of relevant publications. The scoping process would identify the country’s most important climate-sensitive development challenges; map out relevant partnerships and institutions and detail existing capacities, needs, gaps, and opportunities. This process would feed directly into the development of a proposal led by a country team that could be submitted for funding under USAID/CCRD or other programs. The proposal would target all the key investment areas as recommended by the above-mentioned document (IRI, 2012).

Task 3.3.6 Summary	
Task Lead:	Steve Zebiak, IRI
Schedule:	May – July 2012
Milestones:	Pilot country selected; country visits planned
Deliverables:	<ul style="list-style-type: none"> • Trip reports • Draft national-level analysis of climate service options

ANNEX I. YEAR ONE WORK PLAN TIMELINE

GCC TASK ORDER YEAR ONE WORK PLAN TIMELINE

IMPLEMENTATION TASKS/SUBTASKS	YEAR 1 (2011-2012)												INTERIM AND FINAL DELIVERABLES
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	
Project Management, Planning, and Evaluation													
Task PM-1 Develop Year One Work Plan													
• Convene Mobilization Workshop													PowerPoint presentations on IRG Team Qualifications
• Prepare draft Year One Work Plan													Draft Year One Work Plan
• Revise/finalize Year One Work Plan													Final Year One Work Plan
• Update Year One Work Plan													Year One Work Plan Updates
Task PM-2 Develop and Implement Performance Monitoring Plan (PMP)													
• Prepare final PMP													Final PMP
• Prepare PMP Reports													Quarterly PMP Reports; Annual PMP Report (October 2012)
Task PM-3 Convene Strategic & Implementation Planning Meeting													
• Prepare one-page implementation ideas to focus the strategic planning discussions													One-page implementation ideas
Task PM-4 Convene Advisory Committee Meetings													
• Adapt IRG's V&A training module to reflect the revised V&A Manual													Advisory Committee meeting agendas
• Convene Advisory Committee meetings													Summaries of Advisory Committee meetings
Task PM-5 Prepare Task Order Progress and Financial Reports													
• Prepare and submit quarterly progress reports													Quarterly Progress Reports
• Prepare and submit quarterly financial reports													Quarterly Financial Reports
• Prepare and submit annual progress report													Annual Report (October 2012)
Task PM-6 Develop and Disseminate CCRD KM Products													
• Design and operate CCRD/AREFS website													CCRD/AREFS Website Design
• Redesign and operate the Adaptation Partnership website													Adaptation Partnership Redesign
• Prepare communications, outreach, and KM strategy													KM and Communications Strategy
• Prepare and disseminate KM products													Knowledge management products
Task PM-7 Implement Grants under Contract Program													
• Prepare draft GUC Manual													Draft GUC Manual
• Finalize GUC Manual to reflect USAID's comments													Final Version of the GUC Manual
• Prepare Small Grant Requests for Applications													GUC solicitations
• Review and select small grants													Decision memoranda
• Award and manage small grants													Small grant agreements, deliverables and reports
OBJECTIVE 1: Provide support to USAID missions and bureaus to mainstream climate into development programs and projects													
Activity 1.1 Guidance													
Task 1.1.1 Revise Vulnerability and Adaptation Manual													
• Convene meeting with USAID to review current version of the V&A Manual													Summary of meeting
• Revise and vet current draft of V&A Manual (USAID version)													Revised draft; Summary of External Review Meeting
• Revise and vet current draft of V&A Manual (Practitioner's version)													Revised draft; Summary of External Review Meeting
• Develop supporting reference material													Draft and revised supporting material for V&A Manual
• Finalize V&A Manual, supporting material and annexes													Final version of V&A Manual and supporting material
Task 1.1.2 Develop Guidance Briefs and Annexes													
• Develop Disaster Risk Management Guidance Brief													Draft and final versions of the guidance brief
• Develop Water Guidance Annex													Draft and final versions of the annex
• Develop Coastal Guidance Annex													Draft and final versions of the annex
• Develop Gender and Vulnerable Populations Guidance Annex													Draft and final versions of the annex
• Develop Governance Guidance Annex													Draft and final versions of the annex
• Prepare Infrastructure Fact Sheets													Infrastructure fact sheets; infrastructure synthesis report
Task 1.1.3 Develop Lessons Learned on Mainstreaming Climate Adaptation													
• Develop selection criteria and template for lessons learned													Selection criteria; template for lessons learned
• Prepare infrastructure lessons learned pilot													Draft and final versions of infrastructure lessons learned pilot
• Prepare lessons learned and compile into Guidance Manual supplement													Draft and final versions of lessons learned
Task 1.1.4 Prepare Case Studies to Demonstrate the Mainstreaming Guidance													

GCC TASK ORDER YEAR ONE WORK PLAN TIMELINE

IMPLEMENTATION TASKS/SUBTASKS	YEAR 1 (2011-2012)												INTERIM AND FINAL DELIVERABLES
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	
• Prepare case study on WASH													Draft and versions of the case study
Activity 1.2 Information, Tools, and Science and Technology													
Task 1.2.1 Understand USAID Bureau and Mission Needs for Climate Change Adaptation Tools													
• Prepare and vet decision and toolkit typologies													Draft and final versions of decision and toolkit typologies
• Prepare adaptation tool action plan													Draft and final Adaptation Tool Action Plan
Task 1.2.2 Maintain the GCC Office Help Desk													
• Conduct preparatory work on help desk operations													Draft and final response instructions, CCRD team matrix and response question template
• Maintain help desk and respond to requests													Responses to Help Desk Questions
Activity 1.3 Technical Assistance and Capacity Building Support													
Task 1.3.1 Provide capacity building support on mainstreaming V&A													
• TBD depending on demand from bureaus and missions													Mini-work plans; draft and final deliverables
Task 1.3.2 Conduct Peru Climate Change Vulnerability and Adaptation Desktop Study													
• Prepare draft desktop study													Draft desktop study
• Incorporate USAID comments into draft and finalize desktop study													Final desktop study
Task 1.3.3 Support Development of USAID's Federal Agency Adaptation Plan													
• Prepare 1st and 2nd drafts of USAID Adaptation Plan 2013													1st and 2nd drafts of the USAID Adaptation Plan 2013
• Prepare final draft of USAID Adaptation Plan 2013													Final draft of the USAID Adaptation Plan 2013
OBJECTIVE 2: Coordinate with other USG to support global mainstreaming of adaptation													
Activity 2.1 Adaptation Partnership Workshops													
Task 2.1.1 Conduct Adaptation Partnership Workshops													
• Participate in the research expedition and knowledge exchange and writer's workshops in Nepal													Draft and final Research Expedition and Workshop Proceedings
• Participate in the Climate Services Partnership: Developing Countries Task Team Workshop in New York													Draft and final proceedings for the workshop
• Coordinate logistics and planning and participate in the Marine Protected Areas and Climate Workshop in Capetown, South Africa													Draft and final proceedings for the workshop
• Coordinate logistics and planning and participate in the Export Agriculture and Climate Change Workshop in San Jose, Costa Rica													Draft and final proceedings for the workshop
• Participate in Monitoring and Evaluation Adaptation Partnership Workshop in Frankfurt, Germany													Presentation and/or session discussion notes
Activity 2.2 Adaptation Partnership Communities of Practice													
Task 2.2.1 Form Adaptation Partnership Communities of Practice (CoP)													
• Organize and implement community of practice for Adaptation Partnership													Periodic online discussions
• Manage Adaptation Partnership Website (www.adaptationpartnership.org)													Adaptation Partnership materials added to website
Task 2.2.2 Develop Adaptation Partnership Materials													
• Prepare outreach materials for dissemination at COP-17 in Durban, South Africa													Outreach materials for COP-17
OBJECTIVE 3: Identify and Respond to Emerging Issues and Fill Gaps in the Science, Planning, and Implementation of Climate Resilient Development													
Activity 3.1 Climate Resilient Program Design													
Task 3.1.1 Support Preparation of National Adaptation Plans (NAPs)													
• Conduct a review of the general approach to national development and/or adaptation planning in a selection of developing countries													Memorandum on selection of countries; Review of NAPAs and other national development/adaptation planning approaches
• Develop a process and methodology for mainstreaming climate into national development planning													Methodology Note
• Provide technical assistance to one or two countries interested in piloting the proposed approach for mainstreaming climate into national development plans													Selection memo; scope of work to support adaptation planning process in 1 or 2 countries; technical assistance reports
Activity 3.2 Glaciers and Mountains													
Task 3.2.1 Design a High Mountain Glacial Watershed Program													
• Develop concept paper on high mountain and glacier watershed program													Draft and revised concept paper
Task 3.2.2 Develop the High Mountain Glacial Watershed Program's Community of Practice													
• Establish and administer the Secretariat of the CoP													Report on CoP start-up
• Implement CoP meetings													CoP meeting notes

GCC TASK ORDER YEAR ONE WORK PLAN TIMELINE

IMPLEMENTATION TASKS/SUBTASKS	YEAR 1 (2011-2012)												INTERIM AND FINAL DELIVERABLES
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	
• Provide outreach services to CoP and other interested parties													HMGWP KM products and Webinars
• Develop new and expanded collaboration, commitment, and co-financing with other donors													Periodic updates on CoP
Task 3.2.3 Prepare and Conduct the Climber-Scientist Competitive Solicitation													
• Determine major areas for research and action-oriented pilot projects													Memorandum on HMGWP priorities for small grants
• Conduct competitive solicitation and select climber-scientist small grants													Small grants selection memorandum
• Implement climber-scientist small grants													Small grant technical and financial reports, other deliverables
Task 3.2.4 Implement Community of Practice Pilot Projects and Research													
• Conduct planning for community-based risk assessment and decision making project in Nepal													Trip reports for Nepal and Peru
• Initiate work on glacial lake risk reduction capacity building													Revised draft of Glacial Lake Management Manual
• Paper on mainstreaming climate concerns into IWRM													Poster and paper for SIWW
Activity 3.3 Climate Services													
Task 3.3.1 Design an Adaptation and Climate Services Program													
• Develop concept paper on an adaptation and climate services program													Draft and revised concept paper
Task 3.3.2 Coordinate Activities of the Climate Services Partnership													
• Communicate on monthly basis with CG members													Summary of monthly CG conference calls
• Participate in conferences and workshops													Conference and workshop papers and presentations
Task 3.3.3 Compile and Disseminate Current Climate Services Knowledge													
• Establish, operate, and upload CSP knowledge to website													Design of CSP Website
• Develop and maintain online searchable database of current climate services activities													KM products and online Webinars for CSP Website
Task 3.3.4 Conduct Case Studies and Assessments of Climate Services													
• Conduct climate services case studies													Draft and final version of case studies
• Conduct science, institutional, and field assessments of the Mali Meteo Program													Draft reports on the science and institutional assessments
Task 3.3.5 Economic Valuation of Climate Services													
• Develop a typology of climate services benefits													Typology of climate services benefits
• Prepare paper on valuing climate services													Draft literature review, synthesis paper on valuing climate services
Task 3.3.6 Climate Information Guidance													
• Prepare guidebook for practitioners on climate information													Draft climate information guidebook
• Design and conduct training for practitioners on climate information													Training materials for climate information training
Task 3.3.7 Pilot National-Level Climate Services Analysis													
• Select pilot country for analysis													Pilot country selection memorandum
• Conduct pilot on potential uses of climate services in selected country													Inception meeting report, draft pilot report

Key:  Interim Deliverables  Final Deliverables  Continuous Activity  Intermittent Activity

ANNEX 2 CCRD LEVEL OF EFFORT CHART

Task	CLIN 1: Project Management, Planning, and Evaluation - Allocated	192	30	337	139	172	0	870
		Key Personnel	Senior IRG Home Office Staff	Home Office Support Staff	Senior Consultant	Non-Senior Consultant	Senior Local Consultants	Total (Staff and Consultants)
PM-1	Year One Work Plan	32	0	24	24	35	0	115
PM-2	PMP	10	0	0	4	2	0	16
PM-3	Strategic & Implementation Planning Meeting	12	0	2	7	11	0	32
PM-4	Advisory Committee Meetings	25	0	7	29	10	0	71
PM-5	Progress & Financial Reporting (Q & A)	8	0	20	8	18	0	54
PM-6	Knowledge Management	6	30	12	62	52	0	162
	KM & Communications Strategy	4	20	0	62	22	0	108
	CCRD Website	2	10	12	0	30	0	54
PM-7	Grants under Contract Program	12	0	12	0	0	0	24
	Project Management	87	0	260	5	44	0	396
CLIN 2: Activity 1.1 and 3.1 - Allocated		136	48	166	405	366	50	1171
Task	CLIN 2: Activity 1.1: Guidance - Allocated	117	48	146	386	323	50	1070
1.1.1	Revise V&A Manual	31	0	10	15	37	50	143
1.1.2	Guidance briefs and annexes	59	28	101	237	159	0	584
	Guidance Briefs	3	0	4	15	0	0	22
	Disaster Risk Brief	8	0	4	6	20	0	38
	Water Annex	21	10	12	35	46	0	122
	Coastal and Marine Annex	8	0	9	44	21	0	82
	Differentiated Vulnerabilities Annex	3	8	31	38	21	0	101
	Governance Annex	6	5	31	66	10	0	118
	Infrastructure Factsheets	10	5	10	33	41	0	99
1.1.3	Develop Lessons Learned	6	0	4	9	18	0	37
1.1.4	Prepare Case Studies	21	20	31	125	109	0	306
	WASH Case Study	18	0	31	105	54	0	208
	Infrastructure Case Study	2	0	0	15	15	0	32
	Incentives Case Study	1	20	0	5	40	0	66
Task	CLIN 2: Activity 3.1: Climate Resilient Program Design - Allocated	19	0	20	19	43	0	101
3.1.1	Support Preparation of NAPs (CLIN 2)	19	0	20	19	43	0	101
Task	CLIN 3: Activity 1.2: Information, Tools, & Science & Technology - Allocated	21	5	10	13	84	0	133
1.2.1	Understand USAID Needs for Climate Adaptation Tools	13	0	0	7	24	0	44
1.2.2	Maintain the GCC Help Desk	6	0	5	6	30	0	47
1.2.3	Adaptation Learning Mechanism	2	5	5	0	30	0	42
Task	CLIN 6: Activity 1.3: Technical Assistance and Capacity Building - Allocated	6	5	12	16	76	50	165
1.3.1	Provide capacity building support	0	0	0	0	0	50	50
1.3.2	Peru Background Paper	2	5	2	0	17	0	26
1.3.3	Support Development of USAID CC Adaptation Plan	4	0	10	16	59	0	89
	CLIN 5 and 7: Activity 2.1, 2.2, 3.2, and 3.3 - Allocated	71	28	48	894	684	49	1774
Task	CLIN 5 and CLIN 7: Activity 2.1: Adaptation Partnership Workshops - Allocated	33	13	33	165	71	0	315
2.1.1	AP Workshops	33	13	33	165	71	0	315
	Nepal (CLIN 7 and 5)	15	0	9	138	0	0	162
	New York (CLIN 7)	8	0	0	3	10	0	21
	Cape Town (CLIN 7)	1	0	12	0	25	0	38
	Costa Rica (CLIN 7)	1	13	12	0	16	0	42
	Bonn (CLIN 7)	8	0	0	2	6	0	16
	Bangkok (CLIN 7)	0	0	0	22	10	0	32
	DC-Security (CLIN 7)	0	0	0	0	4	0	4
Task	CLIN 5 and CLIN 7: Activity 2.2: Adaptation Partnership Communities of Practice - Allocated	7	5	14	0	39	0	65
2.2.1	Organize and implement CoP (CLIN 7)	5	5	8	0	39	0	57
2.2.2	Prepare materials for Durban (CLIN 7)	2	0	6	0	0	0	8
Task	CLIN 7 and CLIN 5: Activity 3.2: Glaciers and Mountains - Allocated	7	0	0	451	214	49	721
3.2.1	Design Mountain/Glacier Program	2	0	0	0	0	0	2
3.2.2	Develop Mountain/Glacier CoP	3	0	0	64.3	72	0	139.3
3.2.3	Establish Small Grants Competition	2	0	0	37	0	0	39
3.2.4	Implement CoP Pilots	0	0	0	350	142.3	48.5	540.8
Task	CLIN 7 and CLIN 5: Activity 3.3: Climate Services - Allocated	24	10	1	278	360	0	673
3.3.1	Design Climate Services Program	2	0	0	12	3	0	17
3.3.2	Coordinate CSP Activities	2	0	0	77	44	0	123
3.3.3	Compile/Disseminate Current Knowledge	0	10	0	12	22	0	44
3.3.4	Conduct Case Studies and Assessments of CS	0	0	1	83	211	0	295
3.3.5	Economic Valuation of CS	20	0	0	0	10	0	30
3.3.6	Climate Information Guide	0	0	0	65	15	0	80
3.3.7	Pilot National Level CS Analysis	0	0	0	29	55	0	84
TOTAL Allocated		426	116	573	1467	1382	149	4113

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

www.usaid.gov